

Servants of the people of God
Also in the workplace?

Ville Kuusjärvi
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Supervised by Anne-Birgitta Pessi

Abstract

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Author: Ville Kuusjärvi

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Abstract: This research aims to explore servant leadership (SL) in the dioceses of the Evangelical Lutheran Church of Finland (ELCF). The aim will be addressed by exploring these two research questions:

1. Which categories of servant leadership are the strongest amongst supervisors', and which are the weakest?
2. What are the possible antecedents for the supervisors' servant-leader behavior?

The data used in this quantitative study has been collected as part of the Exponential Work -project, which is a part of Future of Work -research, a Finnish Academy-funded research program. The data used in this study consists of 650 parish work personnel who evaluated their immediate supervisor's SL. Over 400 leader-follower dyads were formed based on the information given by these participants.

Based on the findings of this study, supervisors emphasize first and foremost behaving ethically. The category, which was the second strongest, was having a sense of purpose. The two categories where church leadership struggled most were helping followers grow and succeed and creating value for those outside of the organization. Except for behaving ethically, every category of Ehrhart's SL had quite a bit of variance in them. The church also provided an interesting context for Ehrhart's measure. The measure could be used as two-dimensional instead of one. Compared to a small sample of previous studies with Ehrhart's measure, the level of servant leader behavior is quite average in the ELCF.

As for the antecedents for SL, the most basic comparison of male and female supervisors did not find significant differences between the genders. The means of dioceses differed more than those of male and female supervisors, but the differences were not statistically significant. The first significant differences between supervisors were found when examining differences between organizational levels; SL got better the higher the organizational level of the supervisor was. Differences were also found when examining the age and work experience of supervisors. On average, SL improves until the age of circa 49, after which it declines. The trend was somewhat similar with regards to supervisors' work experience. On average, the first twenty or so years have a positive trend, followed by a decline. The study ended with comparing supervisors according to the years they had been in their current position. The findings of this process were that, first, supervisors could enjoy a "honeymoon" period when they begin in a new position. Secondly, the number of years spent in the same position seems to affect male and female supervisors differently. Unlike their female colleagues, with male supervisors, the number of years spent in the same position negatively correlated with their SL.

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1. Introduction

In 2015, the General Synod of the Evangelical Lutheran Church of Finland (shortened as ELCF) decided to establish a “multi-professional and unbiased” commission to evaluate the church organization’s current and possible future state. The commission was named the ELCF Commission for the Future. It had a threefold assignment: a) to evaluate the whole church as an organization, b) to make required reports, and c) to suggest possible future organizational and operational models for the church. The commission’s work lasted for over a year, and the General Synod received the report in late 2016.¹

The report and its attachments turned out to be a bit over seven hundred pages long, with multiple scenarios for the future of the ELCF. Different options for renewing the church then accompanied these scenarios. Out of these different options, there was one renewal that the Commission thought to be the most important.² According to the Commission, that change would be the activation and mobilization of parishioners. The ELCF has traditionally been organization and employee-focused, and according to the commission, this should change. The parishioners should be encouraged and empowered to take a more active role in the life and work of the ELCF,³ and the church’s leadership has a significant role in this change of culture.⁴

As a follow-up to the report, General Synod assigned the Church Council to investigate the biggest obstacles to this change in culture. After gathering data and arranging several workshops to process it⁵, the Church Council had its report ready in the fall of 2017. The Church Law nor the administrative rule of the local parishes were seen as the most significant obstacles. Instead, personnel attitudes (68%), an overtly cautious working culture (68%), and a shortfall in the training of church personnel for empowering and coaching leadership (53%) were seen as the main obstacles to volunteering and coached leadership.⁶ Regarding leadership development, 78% of the respondents thought that the church’s leadership training programs do not provide skills for leading volunteers.⁷

From the perspective of organization and leadership studies, one leadership approach could be constructive. It could support transitioning to a new culture where both parishioners

¹ Kirkon tulevaisuuskomitean mietintö 2016, 3 & 173.

² Kirkon tulevaisuuskomitean mietintö 2016, 27.

³ Kirkon tulevaisuuskomitean mietintö 2016, 23 & 178.

⁴ Kirkon tulevaisuuskomitean mietintö 2016, 48.

⁵ Palautekooste-kirkolliskokouksen tulevaisuuslinjaukset 2017, 2–3.

⁶ Palautekooste-kirkolliskokouksen tulevaisuuslinjaukset 2017, 19.

⁷ Palautekooste-kirkolliskokouksen tulevaisuuslinjaukset 2017, 20.

and paid personnel are active subjects and then sustain it. This leadership style is known as servant leadership. It is a people-first approach to leadership with a strong focus on supporting the personal growth of all those being led.⁸ Servant leadership has been shown to have a positive relationship with many positive follower outcomes, for example, collaboration among personnel, proactive behavior, helping behavior, and organizational citizenship behavior.⁹ These would seem to be the kind of outcomes that the commission hopes to become manifest among laypeople and paid personnel in the future.

As a leadership style, servant leadership does not aim at equipping only one generation of followers and parishioners in the church context. Instead, servant leadership strives to create a positive cycle of growth. Those being led should become capable of providing leadership themselves. The founder of modern servant leadership theory, Robert K. Greenleaf, wrote that the real test of servant leadership is:

“Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”¹⁰

As shown in the quote by Greenleaf, the positive cycle is expected to impact the wider society as well. Servant leadership is interested in creating a sense of community between people and serving the larger society. This multi-generational effect is not only wishful thinking. Positive follower behavior outcomes related to servant leadership, like commitment, helping behavior, and organizational citizenship, have been shown to relate to the norm of reciprocity, a key element of social exchange theory.¹¹ Another example is related to social learning theory. When people see their leader as a role model, they tend to observe and then try to act in the same way.¹²

Suppose the ELCF wants to equip parishioners to have a significant role on every level and field of the organization's work. In that case, the church needs personnel with a servant leader mindset equally at all levels and areas of the organization's work. The first step in preparing any organization for cultural change on an institutional level, a natural first step, is to assess its current standing. Moreover, an excellent place to begin the assessment is to see how servant leader minded the leadership of an organization is.

Thus, this study is interested in examining servant leadership in five dioceses of the ELCF. The data for this study has been gathered as a part of the Exponential Work -project.¹³

⁸ Hakanen & Pessi 2018, 122.

⁹ Eva et. al. 2019 119.

¹⁰ Greenleaf 2004, 27.

¹¹ Eva et. al. 2019 118.

¹² Eva et. al. 2019 118.

¹³ Exponential Work -project is a part of *Future of Work* research program, funded by the Finnish Academy.

Within this project, almost 650 parish work personnel evaluated their immediate supervisor's servant leadership. Over 400 leader-follower dyads were formed based on the information given by these participants. The number of participants and leader-follower dyads makes this study a good first look at servant leadership in the church. The church is full of supervisors with differing backgrounds. Some young; some old. While a growing number of the church's supervisors are female, most supervisors are still male. Some have been working in their current leadership position for less than a year, while others have been at it for over fifteen years. This study will examine if servant leader behavior is more common among some of these groups. The goal is to get a holistic first glance at servant leadership in a church where most leadership positions are explicitly described as places of service.¹⁴

2. Leadership studies and servant leadership

2.1. Leadership as a concept

Even though leadership has interested people of all times and cultures, the scientific community has not reached a consensus on leadership as a concept. One possible reason for the plurality of opinions is precisely the fact that leadership is a universally interesting phenomenon. On the other hand, some have questioned if there is even a need for leadership.¹⁵ This study will not provide a specific definition for leadership but present some possible ways to understand the concept.

From an organizational perspective, leadership relates to the implementation and supervision of strategic plans that have been produced in organizational planning processes. Juuti says that leadership has traditionally focused on 1) planning, 2) organizing, 3) implementation, and 4) supervision.¹⁶ Things like the environment, culture, and organizational structures significantly influence a leader's chances of succeeding in their role. However, lousy leadership is almost guaranteed to hurt any given organization.¹⁷

Bass described leadership as an interaction between two or more members of a group. This interaction usually consists of structuring or restructuring the members' expectations and perceptions of each other and their situation. A leader can also be described as a person whose actions affect other people more than their actions affect the leader. Leadership is also many

¹⁴ Kirkollisten toimitusten kirja, 2. osa: Vihkimiset, virkaan asettamiset ja tehtävään siunaamiset 2004, 12–166.

¹⁵ Alvesson & Spicer 2014, 45–46. See also Bass (2008) for discussion about leadership as a figment of imagination, pages 9–10.

¹⁶ Juuti 2006, 160.

¹⁷ Bass 2008, 35; Juuti 2006, 160.

times an adaptable phenomenon. Different members of a given group can express leadership in different situations.¹⁸

According to Juuti, leading humans requires that the leader considers the rational and emotional side of humans. People need structures and a sense that their work has some sort of reasonable goals. At the same time, people want to feel that they are respected and needed. The proponents of the critical approach to leadership studies call this meaning management. Supervisors who manage to meet these two needs and make people's emotions work towards achieving a specific goal are most likely to succeed in their work.¹⁹

Much of the leaders' work is done under pressure. Working is often intensive, happens in intervals, and is related to many topics simultaneously. Much of the work is done through communication. According to Juuti, a leader's job is to help individuals and workgroups achieve their goals. Leading can be seen as serving others, where organizing situations aims to help people succeed and bring forth every human's best side.²⁰

2.2. General leadership studies

Leadership has been a focal point of interest for ages. At the beginning of the 20th century, studying leadership developed into a more systematic approach. The early days had a strong positivistic approach to the study of leadership, and researchers focused on the qualities and traits that made a good leader.²¹ There was a strong belief that successful leaders had certain qualities that differentiated them from other people. Suppose these qualities could be categorized, and researchers could develop proper psychological and physiological tests to search for these qualities in people. In that case, organizations could objectively know whom they should place into leadership positions.²²

After several studies, researchers concluded that the qualities and traits could not properly explain why some leaders succeed where others fail. According to Juuti, leadership studies turned their focus next to behavioral studies. Researchers could not find a real connection between leadership styles and productivity, but democratic leadership correlated with job satisfaction.²³ Behavioral studies were followed by the situational approach, where situational awareness, interaction with others, and variety in leadership styles were of

¹⁸ Bass 2008, 25.

¹⁹ Alvesson & Spicer 2014, 42; Juuti 2006, 161.

²⁰ Juuti 2006, 161–162.

²¹ Juuti 2006, 162.

²² Bass 2008, 46 49–50; Juuti 2006, 162–164; Seeck 2012, 354.

²³ Bass 2008, 46, 50; Juuti 2006, 164, 168; Seeck 2012, 354.

particular interest.²⁴ As visible in Table 1, the Hail Mary of leadership studies through a realistic worldview was the integrative approach. In it, researchers tried to combine the previous three approaches.²⁵

Table 1: Author's translation of a diagram describing the history leadership studies, by Pauli Juuti²⁶

<i>Timeline</i>	<i>Perspective</i>
	Realistic/positivistic worldview
1900–1950	<u>Observance of leadership qualities/trait theory approach:</u> An attempt to differentiate a successful leader from a poor one based on the qualities of the leader.
1950–1970	<u>Behavioral approach:</u> An attempt to differentiate a good leader from a bad one based on their style of leadership
1970–1980	<u>Situational approach:</u> An attempt to categorize the different circumstantial factors under which leadership happens and find suitable leadership styles for the differing circumstances.
1980–1990	<u>Integrative approach:</u> An attempt to integrate the trait theory with behavioral and situational approaches and find suitable solutions for the environment where leadership happens.
	Interpretative perspective
1970–1990	<u>Transformational leadership:</u> A study of the darker manifestations of leadership led to the finding of transactional and transformational leadership.
1970–2000	<u>Leading people and managing things:</u> Discussion about what kind of situations require leadership and where management is more appropriate.
1980–2000	<u>Management of meaning:</u> Observing leadership from a cultural perspective and later through symbolic interaction.
	Postmodern perspective
1990–	Observing leadership as a textual construction, as fashion, as a story or part of organizational discourse.

According to Juuti, the realistic/positivistic worldview came under scrutiny relatively late. Only by the beginning of the 1980s did the interpretative approach gain traction in leadership studies. The realistic worldview assumed that science could provide us with a coherent and universally applicable understanding of leadership through systematic work.²⁷ Proponents of the interpretative perspective criticized this worldview by claiming that even scientists cannot reveal pure objective truths about human behavior. In the end, all information gathered about human behavior is an interpretation of the data the scientific community has gathered.²⁸

To make the interpretation and systematization of the gathered data properly scientific, the researcher needs to understand the world in which their research subject interacts. In this process, the researcher needs to become skilled in interpreting the network of meanings and

²⁴ Bass 2008, 52; Juuti 2006, 176–177; Seeck 2012, 354.

²⁵ Bass 2008, 53–55; Juuti 2006, 186–187; Seeck 2012, 354.

²⁶ Juuti 2006, 159. For other examples on different approaches to leadership studies, see for example Seeck (2012), pages 19–33 and Bass (2008), pages 46–78. A recent book by Irving & Strauss (2019), combining leadership studies and biblical studies, gives also a brief historical introduction to leadership studies on pages 5–10. Their introduction is, however, more limited than that of Juuti (2006), Bass (2008), or Seeck (2012).

²⁷ Alvesson & Spicer 2014, 43–44; Juuti 2006, 14.

²⁸ Alvesson & Spicer 2014, 44; Juuti 2005, 15.

symbols in which leadership emerges.²⁹ The focus is shifted from trying to explain leadership to the attempt of trying to describe it through interpretation.³⁰

Transformational leadership, the creation of a historian, became one of the best-known products of the interpretative approach, and cultural studies, in general, became very popular in leadership studies in the 1980s. Transformational leadership was based on a normative idea that real leadership will manifest itself by leading those who are lead to a process of positive development.³¹

The interpretative approach also had other interests, the difference between managing things and leading people being one of them.³² Researchers were interested in how meaning is produced through leadership and in the relationship between culture and leadership.³³ This branch of studies could be seen as one influencer to the birth of the popular leader-member exchange theory (LMX). LMX focuses on the quality of the relationship between the leader and their followers.³⁴

According to Juuti, postmodernism made its way to leadership studies in the 1990s and brought an explicitly textual approach to leadership studies. The postmodern approach has been very critical of the structuralist assumptions of the interpretative approach to leadership. Postmodernists claim that different leadership styles are texts which appeal to the minds of people in each organization. Some have studied leadership styles as forms of fashion, while others have argued for a narrative interpretation.

Postmodernism sees leadership texts as a part of a discourse that creates the framework in which people can position themselves in an organization. The same discourse also controls the language-game, which sets up the rules for dialogue in an organization.³⁵ Some of the most significant leadership studies that developed through the postmodernist approach belong to the subcategory of critical theories of leadership.³⁶

When it comes to leadership studies and their application, Finland has historically followed global trends. No internationally prominent leadership theories or models have been developed in the country. However, many of the significant leadership studies have been

²⁹ Alvesson & Spicer 2014, 44; Juuti 2006, 15.

³⁰ Alvesson & Spicer 2014, 44; Juuti 2006, 158, 190; Seeck 2012, 354.

³¹ Bass 2008, 50–51; Irving & Strauss 2019, 9; Juuti 2006, 158, 190; Seeck 354.

³² Juuti 2006, 195–197; Seeck 354.

³³ Juuti 2006, 197–198; Seeck 354.

³⁴ Bass 2008, 63; Irving & Strauss 2019, 9; Seeck, 359–361.

³⁵ Juuti 2006, 201–203; Seeck 376.

³⁶ Alvesson & Spicer 2014; Seeck 2012, 376–380.

quickly translated into the Finnish language after release. According to Seeck, Finnish academia has been active in international discussions about leadership theories.³⁷ Even though the knowledge about new theories and the latest research has reached Finland quite quickly, their implementation has been slow. According to Seeck, the implementation of different leadership theories truly began only after the Second World War.³⁸

Robert Greenleaf coined the concept of servant leadership in the late 1960s and early 1970s due to restlessness in the USA's college and university campuses.³⁹ Greenleaf wrote the first text about servant leadership in 1969, and he continued to develop the concept until he died in 1990. From the 1970s until 2008, most of the scientific community's research was about the theory and conceptual idea of servant leadership. Since 2008, empirical research has played the majority role in the study of servant leadership.⁴⁰ In his models and theories of leadership, Bass situated servant leadership under the trait theories category.⁴¹ In organizational studies, servant leadership has been situated under the category of the human relations approach.⁴² As a third option, Irving & Strauss describe the 1970–1990s as a time period of “increased consideration to followers and how they are motivated”⁴³ and place the emergence of servant leadership within this framework of leadership studies.⁴⁴

2.3. The study of servant leadership

Servant leadership is a holistic leadership approach. Its fuel is a combination of the leaders' altruistic and ethical orientations, which provide energy for supporting the growth of one's followers. Servant leaders are not primarily interested in creating quick profit and growth for an organization but in building sustainable performance. This sustainable performance is expected to affect organizational outcomes eventually positively. However, it is seen more as a positive side-effect. Based on their systematic literature review covering 285 articles from 20 years of research on servant leadership, Eva et al. offered the following definition of the leadership theory:

“Servant leadership is a (1) other-oriented approach to leadership (2) manifested through one-on-one prioritizing of follower individual needs and interests, (3) and outward reorienting of their concern for self towards concern for others within the organization and the larger community.”⁴⁵

³⁷ Seeck 2012, 284.

³⁸ Seeck 2012, 285.

³⁹ Greenleaf 2002, 17.

⁴⁰ Eva et. al. 2018, 112.

⁴¹ Bass 2008, 51–52.

⁴² Harisalo 2008, 99.

⁴³ Irving & Strauss 2019, 8.

⁴⁴ Irving & Strauss 2019, 9.

⁴⁵ Eva et. al. 2018, 4.

Robert Greenleaf wrote that servant-leadership is an attempt to lead in an ethically sustainable way at its core. People who come in contact with servant-leadership should “become healthier, wiser, more free, autonomous, and more likely to become servant-leaders themselves.”⁴⁶

Ehrhart’s model of servant leadership

The servant-leadership model used in this research is one developed by Mark Ehrhart in 1998 and made public for the first time in 2004.⁴⁷ Based on his analysis of relevant servant-leadership literature, Ehrhart developed seven conceptually distinct characteristics of servant-leaders: 1) the servant leader forms relationships with followers, 2) empowers followers, 3) helps followers grow and succeed, 4) behaves ethically, 5) has conceptual skills, 6) has a sense of purpose and 7) creates value for those outside of the organization.⁴⁸

Forming relationships is a time-consuming process that aims to develop wholesome, productive, and mutually rich human relations. By being authentic about their strengths and weaknesses, the servant-leader builds a culture of trust and makes space for people to express themselves openly.⁴⁹ Servant-leader empowers followers by entrusting them with decision-making powers and essential work tasks. Empowerment also extends to problem-solving situations. The servant-leader begins the process by listening to his or her followers. This aspect of the leadership process shows that servant-leaders do not solely rely on their capabilities to create vision and goals for their organization. Instead, they are created through a collective process.⁵⁰

Helping followers grow and succeed is, according to Ehrhart, probably the most intuitively obvious characteristic of servant-leadership. As a priority for servant-leaders, this characteristic also sets them apart from many other types of leaders. The focus is not growing organizations through people’s work. Instead, organizations are seen as the context where people can grow. Helping others grow and succeed does not mean that servant-leaders pamper or overly protect their followers. Empowered followers are seen as responsible for their work and performance. Failure, however, is also seen as a possibility for growth.⁵¹

⁴⁶ Greenleaf 2002, 27.

⁴⁷ Ehrhart 2004, 73.

⁴⁸ Ehrhart 1998, 2–3.

⁴⁹ Ehrhart 1998, 3–4.

⁵⁰ Ehrhart 1998, 4–5.

⁵¹ Ehrhart 1998, 5–6.

The characteristics mentioned above mean that servant leadership requires ethical behavior towards followers. Coercing people through a position of power is usually seen as counterproductive behavior. The more ethical way is to use persuasion as the primary tool in decisions making. Evaluation should also have a look at the broader implications of servant-leadership. The least privileged people in a given society should benefit, or at least not suffer, from servant-leaders' actions. These kinds of high ethical standards are not limited to the leader. As a part of the development process, followers are also expected to behave ethically. The long-term aim is to create a culture of servant-leadership.⁵²

Having conceptual skills means that a servant-leader can see the needs of the day-to-day activities and place them in the broader picture. A person who is too focused on the moment will struggle with providing direction for followers' long-term growth. Equally, the person who tries to look only to the future will leave their followers without the support they need for their current work. Understanding the times and being proactive in decision-making gives servant leadership a hint of prophetic flavor.⁵³

A servant-leader has a sense of purpose in their life, manifested in two or more ways. The self-transcending nature of serving others is the primary source of finding meaning. It is accompanied by a vision of a common goal that should inspire others and give purpose to their actions. In order to develop in their sense of purpose, servant-leader needs to grow in their self-understanding. A better understanding of oneself will help a servant-leader in seeing what factors influence their decision-making. Having a strong sense of purpose will most likely mean that a servant-leader is willing to take risks. Growth, innovation, and creativity are severely stifled if people and organizations cannot take chances.⁵⁴

The influence of a truly great servant-leader is not restricted to the well-being of a given organization. Servant leaders encourage their followers to recognize the people, communities, and other organizations influenced by their own organization. This enables the subject organization to acknowledge the needs of those in its sphere of influence, create well-being for them, and help them grow and succeed. Customers, vendors, and shareholders are also seen as a part of the sphere of influence. Servant leaders encourage followers to develop trusting, long-term relationships, increase accountability and quality of service. Followers are also encouraged to consider the ecological and ethical impact that their actions have on their

⁵² Ehrhart 1998, 6–7.

⁵³ Ehrhart 1998, 7–8.

⁵⁴ Ehrhart 1998, 8–9.

surroundings. Ideally, “the least privileged in society” should especially feel the effects of servant-leadership.⁵⁵

Today, a few newer servant leadership measures have gone through more rigorous theoretical and methodological construct validation processes than Ehrhart’s.⁵⁶ The measure has, however, been tested and proven useful in a large number of studies.⁵⁷ For example, the following small sample of studies has used the measure. The relationship between servant leadership and organizational citizenship behavior has been studied with Ehrhart’s measure in U.S., Kenya, and China.⁵⁸ The link between servant-leadership and satisfaction of follower needs has been studied in the U.S.⁵⁹ The influence of servant leadership on employee behavior has also been studied in the U.S.⁶⁰ The ability of servant leadership to accumulate social capital has been studied amongst Spanish hotel personnel.⁶¹ Ehrhart’s measure has also been used as a moderator when assessing how corporate social responsibility contributes to customer value co-creation in Vietnamese software companies.⁶² The crossover effects of servant leadership and job social support on employee spouses have been studied among bank employees in Southwest China.⁶³

Table 2: Descriptive statistics of studies with Ehrhart's measure

Sample size	Original likert scale	Mean*	Std. Deviation	Alpha	Study published	Work context	Country
446	1 to 5	4,15	0,63	0,93	2015	State-owned enterprise	China
199	1 to 7**	3,87	-	0,96	2015	Bank	China
403	1 to 7**	3,73	-	0,96	2019	Hotel	Spain
304	1 to 7**	3,54	-	0,96	2013	Hotel personnel	China
873	1 to 5	3,44	0,47	0,87	2017	Software companies	Vietnam
575	1 to 5	3,43	0,79	0,97	2013	Retail organization	U.S.
250	1 to 5	3,42	0,93	0,96	2008	General workforce	U.S.
187	1 to 5	3,21	0,94	0,94	2008	Business undergraduates (A fictional company)	U.S.
249	1 to 5	3,19	0,56	0,98	2004	Grocery store chain	U.S.
815	1 to 5	3,15	0,74	0,91	2010	Multinational companies	Kenya

*On a likert scale of 1 to 5.

** The mean was converted to match the studies carried out with the Likert scale of 1 to 5.

As shown in Table 2, even a small sample of studies with Ehrhart’s measure shows wide use of the measure in different geographic, cultural, and organizational contexts. This study will

⁵⁵ Ehrhart 1998, 9–10.

⁵⁶ Eva et. al. 2018, 115–116; In Finnish context Hakanen & Pessi have used one of the best new measures (Hakanen & Pessi 2018, 74).

⁵⁷ van Dierendonck 2015, 1243, 1255–1256; Eva et. al. 2018, 112, 115–116.

⁵⁸ Ehrhart 2004; Walumbwa, et al. 2010; Hunter, et. al. 2013; Wu, et. al. 2013; Newman, et. al. 2017.

⁵⁹ Mayer, et. al. 2008.

⁶⁰ Neubert, et. al. 2008.

⁶¹ Zoghbi-Manrique-de-Lara & Ruiz-Palomino 2019.

⁶² Luu 2017.

⁶³ Yang, et. al. 2018.

further broaden the use of Ehrhart's measure by bringing it to the Nordic and religious context.

In this study, the different servant leader categories of Ehrhart's measure will be examined in more detail than usual. This decision can be criticized for at least one reason. Initially, Ehrhart categorized the 14 items of his questionnaire into seven dimensions,⁶⁴ which he later expected to "encompass two of the key aspects of servant-leadership."⁶⁵ Previous studies carried out with Ehrhart's measure have, however, pointed towards the measure being one-dimensional.⁶⁶ Thus, previous research, including Ehrhart's own study, has not examined their findings through the expected seven dimensions. It is also worth mentioning that, surprisingly, many previous studies have not reported the use of Ehrhart's initial, unpublished review of servant leader literature.⁶⁷ This is significant because, in his article published in 2004, Ehrhart does not explicitly describe the theoretical structures of the fourteen variables he has created. This is done in his paper from 1998. One could thus argue that, while being aware of the validation process of Ehrhart's servant leader questionnaire, many studies seem to lack in their knowledge on the theoretical foundations of the questionnaire.

While acknowledging the strengths and limitations of Ehrhart's questionnaire, examining the different categories of his measure were considered valuable for two reasons. First, as a unique study in its context, getting a more in-depth look at the characteristics of servant leadership in the church was considered too intriguing to dismiss. Especially from the perspective of practical applicability, different instances related to the ELCF will benefit from knowing the possible strengths and weaknesses of SLB in the ELCF. Secondly, future researchers of servant leadership in the ELCF can benefit from getting a broader look at the current study results. The categories of Ehrhart's measure has many similarities with the newer and more rigorously tested measures and their dimension.⁶⁸ Thus, the current study results can be helpful when evaluating the possible future developments of SLB in the ELCF.

Developments of servant leader studies

The first peer-reviewed scale on servant leadership was published in 1998. During the following twenty years, at least 270 manuscripts have been published, and 15 are in the

⁶⁴ Ehrhart 1998, 3.

⁶⁵ Ehrhart 2004, 73.

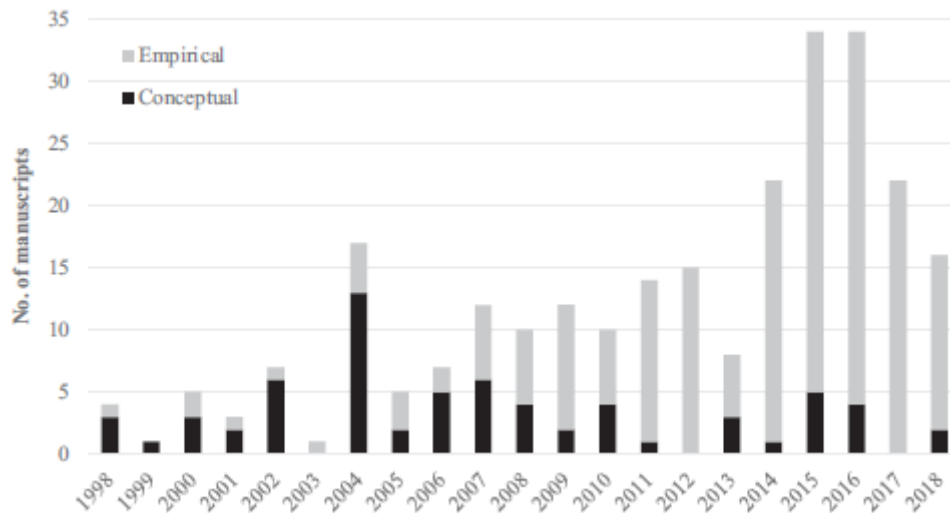
⁶⁶ van Dierendonck 2011, 1243.

⁶⁷ For example, out of the small sample of previous research presented in this study, none report using Ehrhart's first research paper on servant leadership. The systematic review by Eva et al. reported Ehrhart's paper from 1998.

⁶⁸ Eva et. al. 2019, 116.

works.⁶⁹ According to the systematic review by Eva et al., the year 2008 was a significant milestone for research on servant leadership. Before 2008, most of the work on servant leadership was conceptual. As visible in Figure 1, empirical studies have been in the clear majority since 2008.

Figure 1: The number of conceptual and empirical research done on servant leadership, created by Eva et. al.⁷⁰



Journals from various fields have published research on servant leadership, for example, journals related to healthcare, education, and hospitality. The majority of studies have, however, been published in journals focusing on business and organizational psychology.⁷¹ Only two quantitative studies have been published about servant leadership in the context of Christian churches: one journal article about servant leadership in Catholic churches in South Korea and one dissertation focusing on United Methodist churches in the US.⁷²

In their systematic review, Eva et al. have listed some of the positive impacts servant leadership can have on organizations and individuals.⁷³ For example, servant leadership has a positive relationship with follower behavior outcomes like organizational citizenship behavior. In positive follower attitudinal outcomes, servant leadership has a relationship with thriving at work and psychological well-being. Servant leadership also has a relationship with positive performance outcomes on employee, team, and organizational levels.⁷⁴ An interested reader can see the complete list from the article by Eva et. al.⁷⁵

⁶⁹ Eva et. al. 2018, 112.

⁷⁰ Eva et. al. 2018, 112.

⁷¹ Eva et. al. 2018, 112.

⁷² Joo et al. 2018, 325; Scuderi 2010, 11.

⁷³ Eva et. al. 2018, 119.

⁷⁴ Eva et. al. 2018, 119.

⁷⁵ Eva et. al. 2018, 119–121.

Based on the study conducted in the Catholic churches in South Korea, Servant leadership seems to have a positive relationship with the community's religious life. Church members who perceive more servant leadership from their priests tend to commit more to the church organization and its priests. Greater commitment increases the church members' attendance and active participation in carrying out services.⁷⁶ In the United Methodist context, servant leadership was found to "predict leader effectiveness, church health perceptions, trust in leader, trust in the organization, follower satisfaction, affective commitment, normative commitment, follower faith maturity, and change in church size over time."⁷⁷ As the empirical study of servant leadership in Christian churches is still in its infancy, this study will provide vital information for future research. It is the first of its kind in the Lutheran and European context.

The relationship between gender and servant leadership has been studied at least on seven occasions. However, no consensus on the relationship has been achieved. Some findings suggest that expectations for SLB are greater towards female supervisors⁷⁸ and that women expect more SLB from their supervisors than men.⁷⁹ Other findings suggest that female supervisors could be seen as better servant leaders, regardless of their actual behavior.⁸⁰ However, some studies have suggested that male and female leaders do not necessarily differ significantly in their SLB.⁸¹ Similar findings have also been made with regards to the experiences of SLB between male and female followers.⁸²

Studies interested in the relationship between organizational level and servant leadership are very few in numbers. The findings of the only article available for the current study suggested that the experience of SLB increases when going up in the organization.⁸³ Age and servant leadership have been studied a bit more, but the results are varied again. Two studies have found a positive relationship between the age of the follower and their perception of SLB behavior.⁸⁴ While at the same time, three studies found no significant relationship.⁸⁵

Regarding the relationship between supervisor's age and their SLB, the relationship has been expected to be positive.⁸⁶ Nevertheless, the findings have not given consistent results so

⁷⁶ Joo et al. 2018, 339–340.

⁷⁷ Scuderi 2010, 168.

⁷⁸ Hogue 2016, 837.

⁷⁹ Hogue 2016, 844; Rodriguez-Rubio & Kiser 2013, 145.

⁸⁰ Politis & Politis 2018, 182.

⁸¹ Barbuto & Gifford 2010, 4 & 14; Beck 2014, 304.

⁸² Horsman 2008, 96; Chand & Mak 2013, 278; Koyuncu et. al. 2013, 1091.

⁸³ Horsman 2008, 97.

⁸⁴ Rodriguez-Rubio & Kiser 2013, 145; Chan & Mak 2014, 278.

⁸⁵ Horsman 2008, 85 & 96; Koyuncu et. al. 2013, 1091; Yan & Xiao 2016, 7.

⁸⁶ Sun 2018, 43–44.

far.⁸⁷ The relationship of organization-specific and general work experience with servant leadership has been examined upon in at least five studies. Three studies have suggested that followers with less organization-specific⁸⁸ or general⁸⁹ work experience tend to give higher scores of SLB to their supervisors. Regarding supervisors experience of working in their current position and servant leadership, one study has provided findings of a positive relationship⁹⁰ Even though initial progress has been made, Eva et al. have concluded that the amount of research done on the relationship between servant leadership and the leader's age, sex, and tenure is still too limited.⁹¹ This study will heed the call of Eva et al. and do its part on expanding our knowledge on the relationship between servant leadership and the antecedents mentioned above.

Possible pitfalls of unrealistic servant leader expectations

The possibility of adverse outcomes should also be kept in mind. For example, servant leaders can exhaust themselves if they only focus on their followers' needs and dismiss their personal well-being.⁹² Unrealistic expectations of one's leadership skills can also cause anxiety. In the Christian context, this can happen if, especially inexperienced leaders, try to reach the heights of servant leadership attributed to Jesus.⁹³ These expectations could also come from supervisors and followers, especially in organizations where servant leader behavior is seen as a desirable way of leading.⁹⁴

The problem of unrealistic expectations is related to a larger question, occasionally looming above leadership theories: the search for a savior. The "evergreen in leadership studies," as Alvesson and Einola put it, is the danger of looking for *the great leader*. The great leader is a person who can turn the fortunes of any organization even from the direst circumstances.⁹⁵ Luckily for the ELCF, its current institutional structure is a very good bulwark against this overtly grandiose expectation on a national level. As we will see in the next chapter, the level of independence and interdependency of the different parts of the church is very high. Thus, it is practically impossible for even the archbishop to exercise

⁸⁷ Beck 2014, 305.

⁸⁸ Chan & Mak 2014, 280-282; Koyuncu et. al. 2013, 1091.

⁸⁹ Yang et. al. 2016, 621.

⁹⁰ Horsman 2008, Beck 2014, 304.

⁹¹ Eva et. al. 2019, 119.

⁹² Irving & Strauss 2019, 37; van 'T Zet 2018, 54.

⁹³ Alvesson & Einola 2019, 392; Irving & Strauss 2019, 43.

⁹⁴ Irving & Strauss 2019, 37.

⁹⁵ Alvesson & Einola 2019, 386.

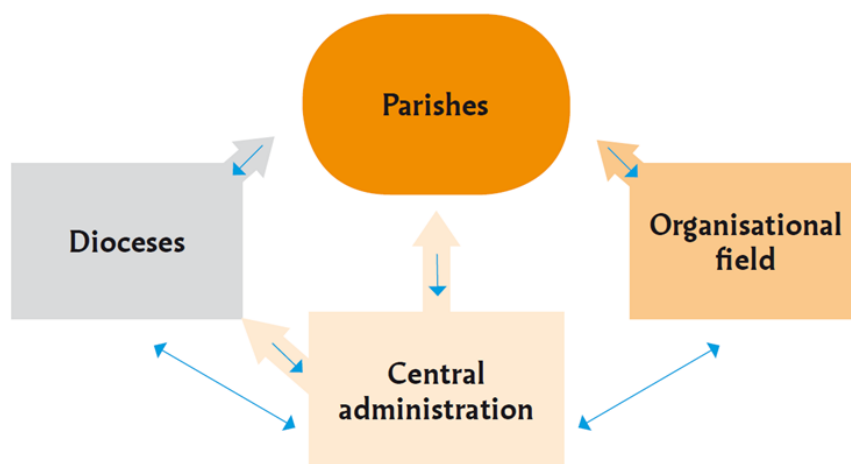
considerable and direct power outside their archdiocese.⁹⁶ However, the current structure of the larger church does not rule out the possibility of very influential local leaders.⁹⁷

3. ELCF as an organization and its leadership

3.1. *The ELCF as an organization*

The church, its dioceses, and parishes form a peculiar whole. On the one hand, each part is very independent, and, on the other hand, the parts are deeply interconnected.⁹⁸ Because of this, the relationships between organizational levels are not always wholly unambiguous.⁹⁹ This ambiguity, in turn, means that the church's organizational structure can be modeled in different ways. This study will use a diagram introduced by the ELCF Commission for the Future. Compared to many other models, the Commissions model makes the semi-autonomous nature of the network's different parts visible.¹⁰⁰

Figure 2: A diagram of the ELCF as an organization, provided by the ELCF Commission for the Future.¹⁰¹



The Commission argued that instead of a purely hierarchical organization, the ELCF could be seen as a network of interdependently connected organizations. As shown in Figure 2, the thicker arrows signal the service relationships of the different parts of the ELCF. These relationships can help to see how central the local parishes' position is in the network that comprises the ELCF.¹⁰² The model's weakness is that it can make the different parts of the ELCF seem too independent of each other. The parishes are very much a part of the dioceses, as we will soon see. The central administration also has a great deal of influence on the

⁹⁶ Björkstrand 2013, 17–18.

⁹⁷ By this, this researcher does not mean that influential leaders are automatically a bad thing.

⁹⁸ Kaira 2019, 250.

⁹⁹ Kaira 2019, 250.

¹⁰⁰ Kirkon tulevaisuuskomitean mietintö 2016, 176.

¹⁰¹ Kirkon tulevaisuuskomitean mietintö 2016, 176.

¹⁰² Kirkon tulevaisuuskomitean mietintö 2016, 176–177.

organizational field, dioceses, and parishes. This study focuses on two parts of the network: the parishes and dioceses.

Parishes and parish unions

The most basic operational units of the ELCF are the local *parishes*. Their duties are described in Church law 4 §. Two people groups form a parish: employees and members of the church. Belonging to a specific parish is defined by where people live and what language they speak. Parish borders are aligned with municipal borders so that a municipality fits inside one parish or a *parish union*. Parish unions are formed by two or more parishes, often located in larger cities.¹⁰³

The administration of a local parish is usually carried out by the church council, church board, additional governing bodies, and parish officials.¹⁰⁴ Very much like a municipal council, the *church council* holds the decision-making power of parish affairs.¹⁰⁵ The *church board* forms the executive branch of the local parish. The board is responsible for carrying out the decisions of the parish council. If not decided otherwise, the vicar acts as the chairman of the board.¹⁰⁶

The vicar is responsible for leading parish work as the head of all the workers. Unless decided otherwise, it is also the only office with administrative authority over other parish personnel.¹⁰⁷ The office resembles the one of a municipal manager, with the additional responsibility of leading the religious life and activities of a parish: church services, administration of sacraments, and occasional offices. Seeing that all of this is carried out according to the church's mission and confession is the vicar's responsibility.¹⁰⁸ Parishes are also required to have an office for a cantor and a deacon. These requirements may be waived only because of a decision made by the Cathedral Chapter.¹⁰⁹

As mentioned before, individual parishes can form a parish union by a mutual agreement of two or more parishes. For parishes located inside a single municipality, it is mandatory.¹¹⁰ At its bare minimum, a parish union is an economic unit responsible for

¹⁰³ Parishes (s.a.); CL 3:2–3 & 4; Kirkon tulevaisuuskomitean mietintö 2016, 175; Kaira 2019, 39, Ryökäs 2019, 49.

¹⁰⁴ Parish councils and boards (s.a.); CL 7:2; Kaira 2019, 39; Ryökäs 2019, 49.

¹⁰⁵ Parish councils and boards (s.a.); CL 9:1; Kaira 2019, 39; Ryökäs 2019, 50–52.

¹⁰⁶ Parish councils and boards (s.a.); CL 10:1; Kaira 2019, 39–40; Ryökäs 2019, 52–53.

¹⁰⁷ Personnel CO 6:13.

¹⁰⁸ Parishes (s.a.); CO 6:13; Kaira 2019, 40; Ryökäs 2019, 43–44.

¹⁰⁹ Personnel (s.a.); CO 6:1.

¹¹⁰ Parishes (s.a.); CL 11:1; Kaira 2019, 40; Ryökäs 2019, 49–53.

managing its member parishes' finances and accounting.¹¹¹ Many parish unions also have priests, deacons, and youth workers as employees. Many of the larger parish unions are evolving into service providers for the parishes.¹¹²

Parish unions' structures vary quite a bit, but most have an administration resembling individual parishes. They have an elected *joint church council*¹¹³ and a *joint church board*.¹¹⁴ In a parish union, the individual parishes do not have church councils or church boards. Instead, they have a *parish board*, again, elected by the members of the local parish.¹¹⁵ In the parish unions that took part in the Exponential Work-project, the operational leadership was carried out by a vicar of one of the member parishes.

The questionnaires of the Exponential Work-project were sent to those parish employees whose work description included the explicitly religious activities of the ELCF: clergy, deacons, cantors, sextons, missionary secretaries, and people working with children, youth, and older people. This meant that lay leaders and people working in supportive roles, like IT, finances, and general office work, were excluded from the research.

Dioceses

The next organizational level after the parish is the *diocese*. The ELCF has nine dioceses. They are formed from a differing number of deaneries, which are, in turn, formed from local parishes. The dioceses are regionally divided, except for Porvoo's diocese, the formation of which is based on the spoken language.¹¹⁶ According to the Church law and Church order, the dioceses are independent and take care of their activities and finances. Administration on the diocese level is carried out by a bishop, diocesan council, diocesan chapter, board of directors, and officials of the diocesan chapter.¹¹⁷ Only the bishops were invited to answer the Exponential Work -project questionnaires from the diocese level, so only the bishop's office will be explained here.

In some sense, the bishop leads both the diocese executive and administrative branches and oversees its parishes and priests. According to Church law, the bishop is responsible for ensuring that the pastors in his/her diocese follow the church's doctrines. The bishop also

¹¹¹ Parishes (s.a.); CL 11:2; Ryökäs 2019, 49–53.

¹¹² Helsingin seurakuntayhtymän hallinto ja organisaatio 2020.

¹¹³ Parish councils and boards (s.a.); CL 11:6–7 & 11; Ryökäs 2019, 50.

¹¹⁴ Parish councils and boards (s.a.); CL 11:8; Ryökäs 2019, 52.

¹¹⁵ CL 11:9.

¹¹⁶ CL 3:1 & 6; Kaira 2019, 40.

¹¹⁷ Diocesan administration (s.a.); CL 17:1 & 2;

leads the ordination process of future priests in their diocese.¹¹⁸ The bishop is responsible for auditing the parishes that belong to his/her diocese along with the diocese chapter.¹¹⁹ On the broader church, the bishop participates in the General Synod's decisions because he is a member of that body. All bishops are also members of the Bishops' Conference. It works on issues like the church's spiritual work, the faith and the church's teaching, and future church employees' training.¹²⁰

Leadership theories in the ELCF

As part of the larger society, church leadership has been influenced by popular leadership theories and philosophies of each era.¹²¹ According to the former Head of the Church Training Center, Kari Kopperi, leadership training in the ELCF has been significantly affected by the human relations approach.¹²² Systemic thinking and psychodynamic approach have also had a significant role in the church's leadership literature.¹²³ This is visible even in the most recent handbook for leaders in the ELCF,¹²⁴ although other leadership approaches like transformational leadership are also mentioned.¹²⁵

Pastoral leadership has often been seen as a particular dimension of leadership in the ELCF.¹²⁶ What has remained somewhat contested, however, is the exact definition of pastoral leadership.¹²⁷ One of the widespread modern attempts to define and describe pastoral leadership was given by Huhtinen in 2002: From an organizational perspective, the vicar is responsible for managing and administering his/her parish. However, when the vicar is leading the Sunday service, doing pastoral care, or giving out the sacraments, he/she is acting in the sphere of pastoral leadership.¹²⁸

The ELCF believes that, as a pastoral leader, the vicar is called to lead the congregants and parish employees as a servant of God. The model for serving leadership in this context is fundamentally based on the New Testament, a collection of scriptures that the ELCF sees as

¹¹⁸ Diocesan administration (s.a.); The office of bishop(s.a.); CL 5:1 & 18:1; Björkstrand 2012, 18.

¹¹⁹ Diocesan administration (s.a.); CO 18:4 & 5.

¹²⁰ The office of bishop (s.a.); CL 21:1 & 2; Björkstrand 2012, 18.

¹²¹ Kopperi 2019, 23.

¹²² Kopperi 2019, 23.

¹²³ Huhtinen 2002, 12–14. See also Kaira 2019, 59, for comments on the use of systemic thinking and psychodynamic approach in the ELFC.

¹²⁴ Malo 2019, 29–41.

¹²⁵ Hukari 2019, 205–231.

¹²⁶ Kirjo 2005, 18.

¹²⁷ Kopperi 2019, 25–26.

¹²⁸ Huhtinen 2002, 116–117; Kopperi 2019, 25.

normative for its mission and purpose.¹²⁹ While pastoral leadership is an essential facet of leadership in the ELCF, it is not without its problems. Some vicars have overemphasized this leadership dimension and used it as a justification to neglect their administrative and managerial tasks.¹³⁰

As this brief overview of leadership development and theories has shown, operative leadership in the ELCF has traditionally been the priests' responsibility. Suppose the church tries to accomplish the recommendation given by the Commission for the Future. In that case, it needs to give serious thought to managing and distributing leadership responsibilities in the future. In addition to delegating leadership to other employee groups, the church will need to continue developing its understanding of the common priesthood.

Leadership Development in the ELCF

The academic study of religious leadership is still in its early stages in the Finnish context. However, leadership development has been quite active inside the church since the end of the 1970s. Thus, giving a brief overview of the history of leadership development in the church can bridge the broader field of leadership studies. Depending on the source, the beginning of modern leadership development in the ELCF can be located in the 1970s or 1980s. For example, in his doctoral dissertation, Asikainen locates the beginning of the leadership training to the 1970s.¹³¹ However, in the new handbook for church leaders, Kopperi locates the beginning to the 1980s.¹³² Differing views are probably the result of differing criteria for proper leadership development. At the beginning of the 1970s, leadership-related themes were discussed only as a part of supplementary courses concerning workplace interaction.¹³³ The 1980s saw the first courses focused explicitly on leadership training in the church.¹³⁴

Before its leadership development program, the church relied unofficially on the leadership training provided by the Finnish Defense Forces.¹³⁵ The general spread of leadership training in Finnish private and public sectors in the 1970s likely inspired the first steps of church leadership development. In the 1980s, the status of parish leadership became a

¹²⁹ Huhtinen 2002, 115–116; Kopperi 2019, 25–26; Kirkkojärjestys (Church order) 1 §. For a thorough theological discussion on ministry in the ELCF, see for example: Communion in Growth - Declaration on the Church, Eucharist, and Ministry 2017.

¹³⁰ Kopperi 2019, 26.

¹³¹ Asikainen 2010, 20.

¹³² Kopperi 2019, 12–13.

¹³³ Asikainen 2010, 20; Kopperi 2019, 12.

¹³⁴ Asikainen 2010, 20–21.

¹³⁵ Kopperi 2019, 12–13.

widely discussed topic.¹³⁶ Younger priests were among the most vocal groups to speak out on the problems they had with their vicars. Some of the vicars were seen as incapable of providing leadership, and some of them did not trust their followers with any decision-making power.¹³⁷ Partly because of these discussions, the General Synod of the ELCF passed a proposal to develop the church leadership training program in the 1980s.¹³⁸ The structure of the first Church leadership training program (CLTP) was ready by 1988 and launched in 1990.¹³⁹

Table 3: The stages of modern leadership training in the ELCF. This slightly modified table is based on the one made by Asikainen 2010.¹⁴⁰

Years when applied	Employees to be trained
1970–1977	Supplementary courses for enhancing interaction and collaboration between parish employees. No explicit leadership training.
1978–1989	Supplementary courses for developing leadership skills. A voluntary, yearlong training for vicars on management and leadership development.
1990–2000	<i>Kirkon johtamiskoulutusohjelma 90</i> : Church Leadership Training Programme (CLTP) for vicars, financial managers, and supervisors of a specific field of work.
2000–2004	Degree in Leadership of Parish Work for vicars. A prerequisite for those applying for the office of a vicar.
2004–2021	<i>KIRJO 2005</i> : Church Leadership Training Programme (CLTP) for vicars, financial officers, and supervisors of a specific field of work.
2021–	The latest version of CLTP. Intended for those 1) already engaged in, 2) initiating, or 3) interested in leadership positions within the church.

The next version of CLTP, KIRJO 2005, was accepted in 2004 by the Bishops' Conference. The newer version of CLTP was an attempt to answer issues raised by the changing operational environment. The church was believed to be moving towards larger administrative units while maintaining the size of operational units intact. The new leadership training aimed to increase strategic thinking and tackle work community and personnel-related questions that would arise because of the organizational changes.¹⁴¹

As seen in Table 3, The early stages of leadership training in the ELCF would seem to have focused primarily on enhancing the leadership skills of vicars and other supervisors on higher levels of the organizational hierarchy. As the development of leadership training has kept on going, the training programs have become more inclusive. This evolvement of leadership training has led to the situation where no supervisor position is mandated from personnel applying for leadership training. The primary prerequisite is an interest in applying for a leadership position.¹⁴² A peculiarity of the priesthood's training process is that the

¹³⁶ Asikainen 2010, 22–23.

¹³⁷ Asikainen 2010, 23; Kopperi 2019, 13.

¹³⁸ Asikainen 2010, 20.

¹³⁹ Kopperi 2019, 14.

¹⁴⁰ Asikainen 2010, 21.

¹⁴¹ Kopperi 2019, 19.

¹⁴² Johtamisen erityiskoulutus on valmistunut 2021.

organizational and leadership training begins only after a person is working for the church. This problem has been acknowledged at least from the beginning of the 1990s.¹⁴³ It will be interesting to see if in the future education programs of priests will take an example from the training of deacons. These have at least one course of organization and management studies in their training program.¹⁴⁴

3.2. Leadership studies concerning the ELCF

Leadership studies connected to ELCF have increased slightly in numbers during recent years, but the field lacks some key studies. For example, thorough research on both historically and currently relevant leadership theories in ELCF is still to be carried out.¹⁴⁵ So far, the only systematic analysis of leadership discourse in the ELCF is a master's thesis from 2011. In his study, Tolvanen perceived two significant approaches to applying leadership theories in the ELCF: 1) general leadership approach and 2) church-specific leadership approach.¹⁴⁶ The first category of writers saw did not see church leadership differentiating from other organizational leadership. However, the second group saw a need for doing careful reflection before adopting leadership models coming outside the faith community. The church-specific leadership approach seemed to have more advocates, but they lacked internal consistency in defining key terminology.¹⁴⁷

Even if theoretical studies still lack some key research projects, empirical studies have advanced for some time now. The first sizeable sociological research program on parishes as working communities began in the late 1970s and finished at the beginning of the 1990s.¹⁴⁸ Part of the research project studied leadership in the parishes. For this, data was gathered from vicars and their followers.¹⁴⁹ The study showed many problems in parish leadership. Many of the vicars avoided the duties of a leader and focused more on their priestly duties.¹⁵⁰ Half of the vicars lacked any managerial training.¹⁵¹ Long working weeks and difficulties in prioritizing work caused stress.¹⁵² Both human-oriented and task-oriented vicars had specific

¹⁴³ Palmu 1990b, 142.

¹⁴⁴ Opetussuunnitelma – Sosionomi (AMK), diakoniatyö, 21–22; Opetussuunnitelma 2020 – Sosionomi (AMK) - diakoni, 21; Curriculum 2020 – Bachelor's Degree Programme in Social Services, Deacon, 21.

¹⁴⁵ This was also noted by Asikainen 2010, 6.

¹⁴⁶ Tolvanen 2011, 102–103.

¹⁴⁷ Tolvanen 2011, 103.

¹⁴⁸ Palmu 1990a, 3–4; Palmu 1991, 7.

¹⁴⁹ Palmu 1990a, 4.

¹⁵⁰ Palmu 1990a, 144; Palmu 1991, 39 & 46.

¹⁵¹ Palmu 1990a, 142; Palmu 1991, 39 & 46.

¹⁵² Palmu 1990a, 143; Palmu 1990b, 4.

problems of their own.¹⁵³ Many of the vicars also managed poorly in self-evaluating their leadership skills.¹⁵⁴

Although many of the results were worrisome, the study also highlighted the vicars' office's potential. In using an open-systems framework, vicars were in key positions for "promoting the progress of work, the organizational atmosphere, and the workers' well-being."¹⁵⁵ Palmu also briefly refers to Greenleaf and servant leadership when discussing leadership as a place of service.¹⁵⁶

The most in-depth study about the leadership of bishops in the ELCF is likely from 1994.¹⁵⁷ In hindsight, the study could be situated in the field of social pedagogy.¹⁵⁸ The study conducted by Leena Kurki: 1) provided a picture of the leadership profiles of the bishops of the Orthodox Church of Finland and the ELCF, and 2) studied what kind of relationship, if any, did their spirituality and leadership have.¹⁵⁹ Bishops of both churches could be profiled as spiritual leaders. Their leadership and visions concerning their organizations were grounded on their spirituality and guided by it.¹⁶⁰

However, the Lutheran bishops varied more in their leadership profiles and on their leadership's spiritual foundations.¹⁶¹ The more significant variance in their leadership dimensions resulted in a less unified vision for the ELCF as an organization.¹⁶² Interestingly for the current study, the idea of a bishop as a spiritual servant was a theme around which the Lutheran bishops were most unified.¹⁶³ When comparing Palmu's study results to Kurki's study, the administrative side of leadership in the ELCF seemed less problematic for bishops.

Since the beginning of the 21st century, many parishes of the ELCF have gone through several structural changes.¹⁶⁴ These changes have been a particular interest in church work and management studies.¹⁶⁵ Studies focusing on these changes and their effect have often discussed leadership's role in the processes.¹⁶⁶ The study by Nieminen et al. showed that the

¹⁵³ Palmu 1991, 44 & 47.

¹⁵⁴ Palmu 1991, 39–40 & 46.

¹⁵⁵ Palmu 1990a, 4 & 47.

¹⁵⁶ Palmu 1990a, 39; Palmu 1991, 36.

¹⁵⁷ Kurki 1994.

¹⁵⁸ Tutkimus (s.a.)

¹⁵⁹ Kurki 1994, 11 & 12.

¹⁶⁰ Kurki 1994, 139.

¹⁶¹ Kurki 1994, 110 & 139.

¹⁶² Kurki 1994, 136

¹⁶³ Kurki 1994, 111 & 137. Kurki also briefly refers to Greenleaf's concept of servant leadership on page 9.

¹⁶⁴ Kaira 2019, 176.

¹⁶⁵ E.g. Nieminen et al. 2007; Virta 2010; Ropo & Palmu 2012; Palmu 2012; Niemistö 2013.

¹⁶⁶ E.g. Nieminen et al. 2007; Virta 2010; Ropo & Palmu 2012; Palmu 2012.

merging of parishes is a complex process, and the results are difficult to predict.¹⁶⁷ One of the difficulties was connected to leading the process. The skills and energy needed for the transformation process were a significant challenge, especially when a few of the parishes lacked their own vicar. The to-be-terminated parishes would have benefited from transitional leadership, whose primary responsibility would have been to see through the termination process.¹⁶⁸

In his master's thesis, Virta found out that parish middle managers see their vicar foremost as an administrative leader in merging processes.¹⁶⁹ They also needed an increased amount of dialogue with their vicar.¹⁷⁰ In their research article focusing on the structural change process of the Lutheran parishes of Tampere, Ropo & Palmu found out that the changes had significant effects on the parishes' social and cultural structure. In other words, organizational structure and leadership culture were very closely connected. As a result, they called for a better understanding of the leadership culture in the ELCF.¹⁷¹ Palmu has also released an article focusing on parishes that had gone through a merger process in 2009.¹⁷² In his study, he concluded that a successful merger needs the following ten dimensions, which have much in common with Ehrhart's servant leadership:

“[1] A strategic vision, why change is needed, [2] clear objectives, [3] adequate time for preparation, [4] change communication and creating a positive atmosphere, [5] genuine dialogue, avoiding fantasy, [6] taking note of personnel's expertise, [7] opportunities for personnel participation, [8] good organization of work, [9] good ability to process conflicts at work and [10] work.”¹⁷³

Educational sciences have provided at least one study on leadership training in the ELCF.¹⁷⁴ In his doctoral dissertation, Pekka Asikainen found that potential future vicars were generally satisfied with the required training program and found it meaningful.¹⁷⁵ The more holistic view of the vicars' office, provided by the training, also helped students decide whether they wanted to continue pursuing a vicar position.¹⁷⁶ As for one direction of future research, Asikainen saw “recommendable to study the leadership cultures of the church and parishes as well as the relationship of organizational cultures and gender stereotypes, since the

¹⁶⁷ Nieminen et al. 2007, 240.

¹⁶⁸ Nieminen et al. 2007, 237.

¹⁶⁹ Virta 2010, 77.

¹⁷⁰ Virta 2010, 69.

¹⁷¹ Ropo & Palmu 2012, 54.

¹⁷² Palmu 2012, 190–191.

¹⁷³ Palmu 2012, 204.

¹⁷⁴ Asikainen 2010, 5 & 198.

¹⁷⁵ Asikainen 2010, 5 & 198.

¹⁷⁶ Asikainen 2010, 5 & 198.

vicar's gender was strongly stereotyped in the present research.”¹⁷⁷ This is something that the current study will be doing.

A recent doctoral dissertation in social sciences and business studies has, in turn, provided a study on strategic leadership and trust in the ELCF.¹⁷⁸ Specifically, Asko Kinnunen introduced a multi-level process for developing trust with a strategic leadership framework in his case study.¹⁷⁹ He also examined how vicars' trust in the church emerges across multiple organizational levels.¹⁸⁰ The conclusion was that the primary catalysts for the emergence of trust are a clear mission seen as meaningful¹⁸¹ and an organizational system that fosters the sense of “interconnectedness and functionality.”¹⁸² Kinnunen also claimed that servant leadership is a fundamental part of strategic leadership. It positively affects a leader's perceived trustworthiness.¹⁸³

According to Diaconia Barometer 2020, managing diaconal work is generally at a good level.¹⁸⁴ Followers reported a good level of support from their supervisors.¹⁸⁵ The results would have been even better if there had not been problems related to trust. Followers felt that their knowledge and capabilities were not fully utilized to develop and carry out their field of work.¹⁸⁶ The first of its kind barometer focusing on educational and youth ministry showed that forepersons and team leaders are experienced and committed employees.¹⁸⁷ The area of leadership which the two groups of supervisors should strengthen was goal-oriented leadership.¹⁸⁸ Goal-oriented leadership includes completing objectives, clear messaging, and managing up-to-date information. The majority of supervisors in educational and youth ministry received a good evaluation from respondents.¹⁸⁹ Supervisors who regularly followed up on the objectives given at the goal and development dialogues received better scores in general.¹⁹⁰

Keva, the administrator of pensions for ELCF employees, provides reports on the status of church leadership at regular intervals. According to the 2018 report, most church personnel

¹⁷⁷ Asikainen 2010, 5 & 200–201.

¹⁷⁸ Kinnunen 2020.

¹⁷⁹ Kinnunen 2020, 9 & 147–148.

¹⁸⁰ Kinnunen 2020, 152–156.

¹⁸¹ Kinnunen 2020, 9 & 152–153.

¹⁸² Kinnunen 2020, 9 & 160–161.

¹⁸³ Kinnunen 2020, 163.

¹⁸⁴ Kela 2020a, 109; Kela 2020b, 42.

¹⁸⁵ Kela 2020a, 99; Kela 2020b, 38.

¹⁸⁶ Kela 2020a, 109; Kela 2020b, 42.

¹⁸⁷ Mod 2020, 60.

¹⁸⁸ Mod 2020, 61.

¹⁸⁹ Mod 2020, 55.

¹⁹⁰ Mod 2020, 57.

are satisfied with their foreperson, even though the proportion of satisfied personnel has decreased since 2014. In the 2018 report, every fifth person was not satisfied with their forepersons' leadership style.¹⁹¹ Personnel over the age of 45 were slightly less satisfied with their forepersons' leadership than younger age groups.¹⁹² In general, the forepersons in the ELCF were perceived as just and even-handed towards their followers. However, almost a fifth of the personnel felt that their foreperson acted unjustly or favored certain personnel.¹⁹³ The general experience in the ELCF is that the quality of leadership has slightly weakened, parish work personnel included.¹⁹⁴

The age of the follower was related to the experience of just leadership behavior. The younger, 18-29 years old personnel saw their forepersons as more just and even-handed than their older colleagues. Personnel over 55 years saw their forepersons as juster and even-handed than before. The age group of 45-54 years old personnel viewed their leaders less favorably than previously.¹⁹⁵ Three out of four personnel stated that they receive help and support from their foreperson when needed. The result was pretty good but pointed out that some personnel felt left out without support.¹⁹⁶ There were no differences between age groups and genders when evaluating receiving help and support.¹⁹⁷ In the ELCF, forepersons were thought to discuss work-related changes less with their followers than before.¹⁹⁸ There were no differences in these experiences between age groups and genders.

The current study builds upon previous leadership studies related to ELCF and nudges the research field even a bit forward. Even though servant leadership has been a part of leadership discourse for decades, this is the first quantitative study on the topic. The possible differences between male and female leaders' leadership styles have been speculated upon. This study will now give some empirical data on the topic. Leadership in different dioceses has not been compared to each other before. With its four organizational levels, the study is unique in its organizational depth. The number of respondents also gives relevance to the understanding of leadership in the ELCF. Furthermore, as a part of the Exponential Work - project, this study will hopefully give some insight into the differences between religious and secular organizations.

¹⁹¹ Pekkarinen 2018, 33.

¹⁹² Pekkarinen 2018, 33.

¹⁹³ Pekkarinen 2018, 35.

¹⁹⁴ Pekkarinen 2018, 36.

¹⁹⁵ Pekkarinen 2018, 36.

¹⁹⁶ Pekkarinen 2018, 36.

¹⁹⁷ Pekkarinen 2018, 37.

¹⁹⁸ Pekkarinen 2018, 39.

4. Research scheme and data handling

4.1. Research scheme

This study has been done as a part of a larger research project called Exponential Work¹⁹⁹. As a multi-level investigation of organizational dynamics, the primary goal of the Exponential Work-project is to increase knowledge of how to increase thriving, performance, and well-being at the individual, team, and organizational levels. The secondary goal is to develop a new framework and construct that considers different leadership styles and connects them with different organizational contexts and outcomes.²⁰⁰ This study focuses on the prevalence of one leadership style in a specific type of organization: The aim of this research is to explore servant leadership in the dioceses of the ELCF. The aim will be addressed by exploring these two research questions:

1. Which categories of servant leadership are the strongest amongst supervisors', and which are the weakest?
2. What are the possible antecedents for the supervisors' servant-leader behavior?

The possible antecedents examined in this study include the supervisor's gender, organizational level, age, work experience, and diocese. The exploration of servant leader categories will include the full extent of Ehrhart's servant leadership measure. By the end of this study, we will understand better how prevalent the different categories of servant leadership are in the leadership culture of the dioceses. Secondly, we will know if different supervisor groups differ in their level of servant leadership behavior.

The decision to examine the supervisor's gender, organizational level, age, and work experience as possible antecedents was greatly influenced by the recommendations of Eva et al. in their systematic review of servant leadership research.²⁰¹ The dioceses of the ELCF were compared to each other to see if different parts of the church institute would differ from each other. This is expected to be of particular interest for the ELCF and the Church Training Center. Examining male and female supervisors' leadership will increase our knowledge of possible gender biases related to servant leadership. The organizational level has the potential of being an important antecedent. It can help us understand where servant leadership is expected to flow from and affect organizations and broader communities. What makes age and work experience interesting possible antecedents is that the accumulation of either one is

¹⁹⁹ Exponential Work -project is part of Future of Work, Finnish Academy funded research program, led by Aalto University.

²⁰⁰ Exponential Work 2019, 10.

²⁰¹ Eva et. al. 2019, 128.

closely related to the possibility of reflecting one's leadership. In short, a better understanding of these possible antecedents will contribute to the goal of painting a more holistic picture of servant leadership.²⁰²

The questionnaire

For this study, the questionnaire was categorized into three parts. In the first part, the participants gave background information about themselves. Name, age, gender, organizational level, supervisor's name, years of work in the current position, and years of work experience in total were key background variables. Questions related to age and work experience formed continuous variables. The organizational level variable was organized into an ordinal four-level variable. The gender variable was a categorical binominal variable. Participants' names and supervisors' names formed categorical variables that were encoded into numeric form.

The second part was formed by Ehrhart's servant leadership questionnaire and its fourteen questions.²⁰³ The participants were asked to indicate the extent to which they agreed with statements related to their supervisor's servant leadership behavior on a scale from one to seven.²⁰⁴ On the scale, one meant that the participant did not agree with the statement. Seven meant that the participant agreed entirely with the statement. For this study, the third part of the questionnaire was formed from all the other questions asked from the participants. These questions gave a great deal of valuable information for the larger research project. However, they had to be left out to keep the study within the limits of a master's thesis work.

4.2. Data gathering

In Exponential Work, data will be collected from several organizations representing different industries, academic, public, and other organizations. The multi-level research has been done as quantitative research. The default organizational levels are as follows: (T1) top leader, (T2) top leadership team, (T3), middle-managers, and (T4) employees. When necessary, the number of organizational levels has been adjusted to suit the different organizational structures. The data has been gathered from all levels using two online surveys.

Gathering data from the ELCF was carried out by research teams at Aalto University and the University of Helsinki. The recruiting and data gathering phases in the ELCF were

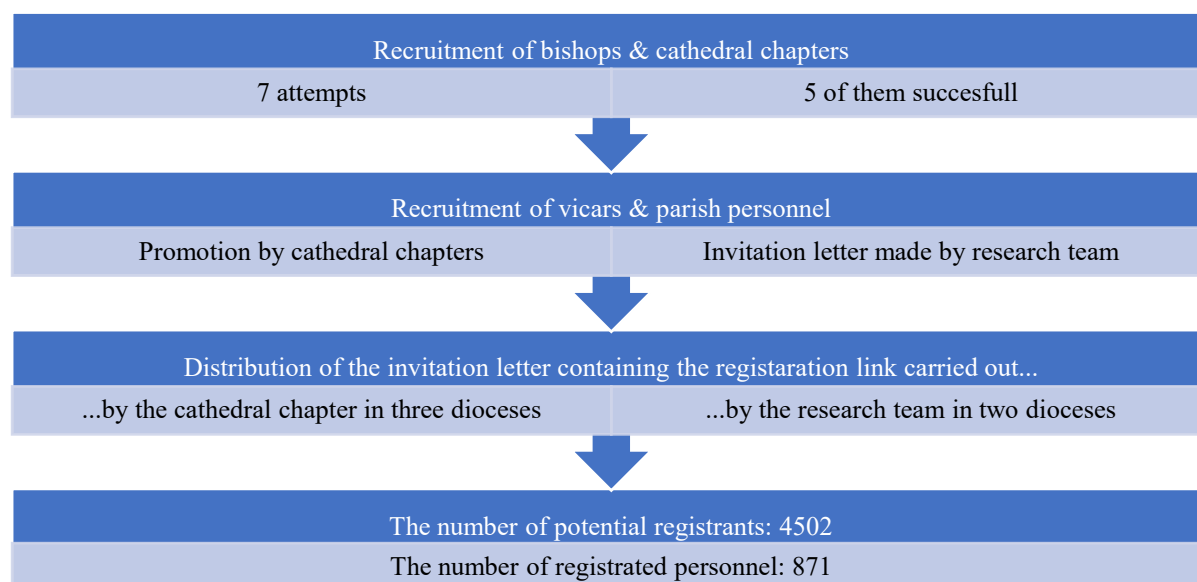
²⁰² Eva et. al. 2019, 119.

²⁰³ Ehrhart 1998; Ehrhart 2004, 93; also explained in chapter 2.3. of this study. See also appendix 1. for the questions.

²⁰⁴ Metsämuuronen 2017a, 43–44.

carried out in 2019. As visible in Table 4, the recruiting process began with contacting the bishops (T1) and diocesan chapters. If the bishop and diocese chapter approved the research, the recruiting advanced to the deanery, parish union, and parish levels (T2). From this level, the invitation to participate was sent to the rest of the diocese levels (from T3 to T4).

Table 4: Recruitment process of parish work personnel



Recruitment onwards from level T1 varied, as diocese chapters had differing resources for supporting the research project. In some dioceses, chapters carried out almost all the recruiting process. In others, the team from the faculty of theology sent invitation e-mails to all the vicars and contacted the area deaneries by phone. In the end, participation was highly dependent on the vicars, as they could encourage or discourage their employees from taking part in the surveys by forwarding the invitations to their work e-mail addresses. Volunteers enlisted in the survey by fulfilling a preliminary questionnaire at E-lomake, an online survey tool provided by the University of Helsinki.²⁰⁵ Recruiting different dioceses lasted from the spring of 2019 until autumn of the same year.

The data-gathering phase began in late autumn and lasted until the first weeks of December. By default, the first two-week data collection period began by sending the first part of the survey. The different constructs used in the survey added up to over five hundred items. In the surveys sent to the ELCF, these items were divided into two parts. Participants who did not complete the first part did not receive the second one. Requests for a customized period of data gathering were taken into account if deemed possible. The surveys were sent from and stored at Aalto university. The time required to answer one part of the survey ranged

²⁰⁵ See the appendices for the preliminary questionnaire.

from approximately thirty minutes to two hours. The data gathering focused on personnel responsible for carrying out the religious work of the ELCF.²⁰⁶ The exclusion of administrative personnel gave the research group a more direct view of the organizational culture of the explicitly religious side of the ELCF.

The top-to-down recruitment process is not without weaknesses. The vicars had a significant impact on the distribution of the survey invitations to their parishes, which could have created participation bias in the data. Leaders interested in developing organizational culture, enhancing their leadership skills, and taking care of their employees' well-being are more likely to promote participation in research projects like Exponential Work. As an opposite tendency, leaders who are not interested in these themes might be uninterested in promoting participation. Some might have even dismissed spreading the information to their parishes. The same can also apply to the parish workers who answered the surveys. This risk of participation bias on behalf of the supervisors will be addressed when discussing the strengths and limitations of this study.²⁰⁷

Preparing the data for analysis

The data was organized into a framework consisting of four levels. Usually, the levels were as follows: bishop as the top leader (T1), vicars as members of the top leadership team (T2), leaders of work fields, or regional leaders as middle managers (T3) and parish workers as employees (T4). It is important to note that the organizational construct the research team created from the dioceses simplifies reality. The organizational structure of the ELCF and its dioceses is exceptionally complex. Every diocese has significant liberties in the way it organizes itself, as do parishes and parish unions.²⁰⁸ Because of this, some participants have their supervisor and, or, some of their followers categorized to the same organizational level as they are. The only exception for this kind of categorization is the bishops' level (T1). It is comprised of only one level of leader-follower relationships.

Before giving the larger research group access to the dioceses' data, the data handlers of Exponential Work anonymized the data as far as possible. Parts of the data were encoded, and some parts were removed. For example, participants' and their supervisors' names were encoded as numbered IDs, as were the dioceses'. The data concerning deaneries, parish

²⁰⁶ Such as religious services, counseling, diaconal work, work with children, youth work, work with the elderly, missions, and work with focus groups.

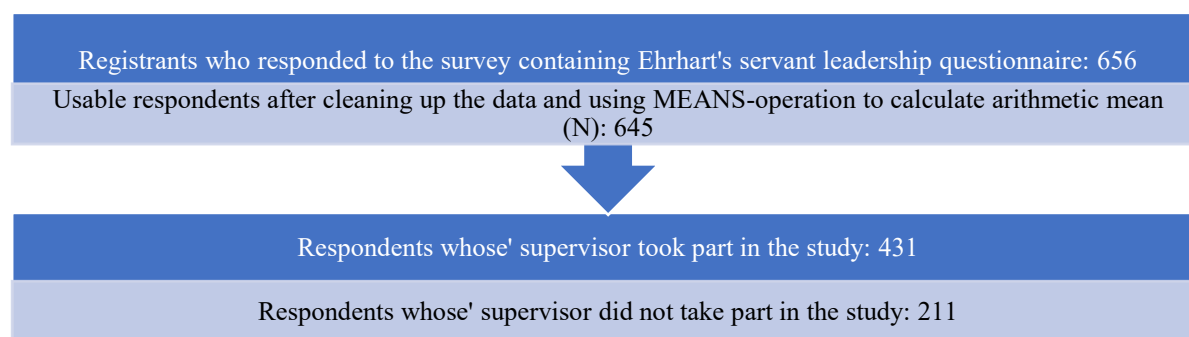
²⁰⁷ See Chapter 6.4.

²⁰⁸ Diocesan administration (s.a.); Kirkon tulevaisuuskomitean mietintö 2016, 176; Parishes. (s.a.).

unions, parishes, and job descriptions were removed entirely. As a result of the encoding process, persons outside the research group cannot identify individuals from the raw data, except for the T4 level.

The anonymity of participants inside the dioceses was also kept in mind in the recruitment process. Even though the invitations to participate in the research project mainly came through a top-to-down way, people working in the dioceses do not know which individuals answered the surveys. The surveys were sent directly to e-mail addresses that corresponded with the names of the people who enlisted in the survey. Moreover, only a few selected members of the research team know which of the enlisted personnel ended up answering the surveys.

Table 5: *Preparing the data for analysis*



After the anonymization process, this study received access to it. As mentioned in Table 5, the anonymized dataset was further cleaned before analysis. Cases with too many missing values, significant outliers, or otherwise unusable data were removed.²⁰⁹

4.3. *Methods of analysis*

Quantitative method

The quantitative method is well suited for studying general distributions and characteristics of different phenomena within large groups of people.²¹⁰ As this study is interested in the general distribution and characteristics of servant leader behavior in the ELCF, the quantitative method was a suitable tool for working. The gathered data was handled with Microsoft Excel and SPSS (Statistical Package for the Social Sciences) statistical software. The raw data gathered in Exponential Work had been collected and prepared into an Excel file by designated members of the research group at Aalto-university. The anonymized data was

²⁰⁹ For example, ID 565 had nine missing values, ID 76 had eight missing values, ID 200 had seven missing values, and ID 165 had seven missing values.

²¹⁰ Metsämuuronen 2017a, 54.

rechecked for the current study, and a couple of new variables were formed with Excel software.²¹¹

The rest of the analysis of the data and creation of new variables was done with SPSS. The new variables were made by, for example, changing variables measured in interval scales to variables in nominal or ordinal scales. Creating different age groups of the personnel is an excellent example of this process. New variables were also created after running principal component analysis and reliability analysis. In these cases, groups of variables measured in ordinal scale were used to create new variables measured in interval scale.

Composite variables and scale reliability

As in Ehrhart's study, we want to form a composite variable out of the different servant leadership items. The latent trait "servant leadership" is expected to form by the fourteen variables created by Ehrhart. This means that we are interested in the individual items of servant leadership and the composite that they are expected to form. We are especially interested in how well followers ranked their leader's servant leadership behavior.²¹² When the aim is to categorize many different variables into a smaller number of new variables, *principal component analysis (PCA)* works well.²¹³

Estimating reliability using Cronbach's Alpha

The first step in constructing the composite servant leadership variable was finding the most reliable possible set of variables to be combined. Namely, it can turn out to be in the case of the ELCF that some of Ehrhart's servant leadership items carry only a minor amount of information. It could also turn out that the items form more than one latent factor.²¹⁴ "Reliability" is a crucial term when assessing how accurate the score of a composite variable is. In this study, the internal consistency of the scale is used for estimating reliability. The Cronbach's *Alpha* coefficient is one of the most well-known and widely used methods for studying internal consistency. It will be used in this study.²¹⁵ If the respondents are consistent in their responses, the (inter-item) correlations between the items are relatively high.²¹⁶

²¹¹ These variables concerned the respondent's supervisor. Variables included, for example: supervisors age, gender, years of work, and years of work in current position.

²¹² Metsämuuronen 2017b, 37–38.

²¹³ Metsämuuronen 2017b, 149.

²¹⁴ Metsämuuronen 2017b, 41.

²¹⁵ Metsämuuronen 2017b, 41.

²¹⁶ Metsämuuronen 2017b, 42.

Calculating and analyzing the correlation coefficient

Correlation coefficients can be calculated for variables with nominal, ordinal, and interval scales. Pearson's product-moment correlation coefficient has been used in this study. It is traditionally calculated between two variables measured on an interval scale or a ratio scale. However, according to Metsämuuronen, it is interpretable already when variables are measured on a good interval scale.²¹⁷

Correlation is often used when one refers to a linear relationship between two variables. Thus, one can ask how a large association is obtained between age and servant leadership or between different components of servant leadership. Questions like this can be answered using the correlation coefficient. The problem with the correlation coefficient is that it cannot detect a curvilinear relationship between two variables. A curvilinear association can be seen by cross-tabulating the variables in question.²¹⁸

Correlation (r) can give us knowledge about the association between two variables. Sometimes, the correlation in a sample can be very small (close to zero). A small correlation would raise the question of whether the correlation could be zero in the population from which the sample has been drawn. This can be tested with a reasonably simple test statistic that follows the t -distribution with the degrees of freedom from $df = n - 2$ if the correlation value is zero in the population. From this it follows, that $t = (r \cdot \sqrt{n-2}) / \sqrt{1-r^2}$, where r = correlation coefficient and n = sample size.²¹⁹

Cross-tabulation and its analysis

Like mentioned before, by using cross-tabulation, we can illustrate the relationship between two or more variables. According to Metsämuuronen, cross-tabulation is originally an analysis technique used with variables measured on a nominal scale. It is, however, possible to transform continuous variables into a form suitable for cross-tabulation.²²⁰ Based on the cross-tabulation, a Chi-squared test can measure whether two categorizing variables are independent of each other and if the differences are statistically significant. The null hypothesis (H_0) is that the variables are independent. The alternative hypothesis (H_1) is that the variables are dependent or differ between different subgroups.²²¹

²¹⁷ Metsämuuronen 2017b, 73.

²¹⁸ Metsämuuronen 2017b, 73.

²¹⁹ Metsämuuronen 2017a, 338.

²²⁰ Metsämuuronen 2017b, 59.

²²¹ Metsämuuronen 2017a, 427–428.

Comparing two means

In this study, we will carry out simple comparisons between the means of two separate groups. This kind of situation is encountered, for example, when comparing male and female personnel. The comparison can be answered using either the *t*-test or Mann-Whitney U-test.²²² To make the comparison truly meaningful, we want to know if the differences are statistically significant. The null hypothesis claims that there is no difference between the means of the two genders.²²³ For human sciences, the 5 percent risk ($p = 0.05$) for faulty rejection of a null hypothesis is usually seen as accurate enough to make a decision.²²⁴ If the null hypothesis is rejected, we can conclude that the possible differences between the means of two separate groups are statistically significant.

Analysis of variance (ANOVA)

Analysis of variance is a tool for investigating whether the means of different groups, for example, different age groups, differ significantly. The central idea is to examine differences in several groups' means while considering the size of error (standard error of the mean, S.E.M.) directly by the variable's variance. The variation in the data (described by the variance) can be decomposed into separate components. Hence, the analysis methods are called "analysis of variance."²²⁵ One is usually interested in knowing whether there are statistically significant differences between the groups in the population.²²⁶ The null hypothesis is that in the population, all the means are equal. The alternative hypothesis is that at least one of the means differs from the others.²²⁷ To know which of the means differs from the others, one needs to perform post hoc tests.²²⁸

4.4. The representativeness of the gathered data

The data gathered for this study gives a valuable first look at servant leadership in the ELCF, even though it is not entirely representative of all the participating dioceses. Comparing the data gathered with the personnel statistics available at *Kirkon tilastot*-database gave confidence in the applicability of the gathered data sample.²²⁹ The ratio of male and female

²²² Metsämuuronen 2017b, 77–78.

²²³ Metsämuuronen 2017a, 429.

²²⁴ Metsämuuronen 2017a, 430.

²²⁵ Metsämuuronen 2017b, 319.

²²⁶ Metsämuuronen 2017a, 431.

²²⁷ Metsämuuronen 2017a, 432.

²²⁸ Metsämuuronen 2017a, 432–433.

²²⁹ *Kirkon tilastot* is a database from where one can find many key membership, financial, personnel and other statistics regarding the ELCF.

respondents differed from the larger population of parish work personnel by less than one percent. The male respondents' average age was a bit over two years older than the average age of male parish work personnel. The average age of female respondents was one year younger than the average age of female parish work personnel. This means that the data sample represents the gender ratio and average age of the parish work personnel very well.

Table 6: Representativeness of the age of the respondents

Representativeness of the respondents by gender and age						
	Men		Women		In all	
	<i>Persons</i>	<i>Avg. Age</i>	<i>Persons</i>	<i>Avg. Age</i>	<i>Persons</i>	<i>Avg. Age</i>
Respondents	165	49,0	478	46,9	643	47,4
Male-female % of the respondents	25,7		74,3		100	
Parish work personnel in all	1130	47,0	3372	47,9	4502	47,5
Male-female % of the parish work personnel in all	25,1		74,9		100	

Comparing the respondents' age groups with all parish work personnel was not possible, as the database could not generate age groups consisting of only the parish work personnel. Thus, the comparison was made between respondents and all of the personnel working in the five dioceses. Comparing the age groups showed that the two were quite similar.

Table 7 shows that three age groups missing from the gathered data were the youngest and two oldest groups.

Table 7: Representativeness of the different age groups

Age groups of the respondents compared to all of parish work personnel					
Age group	Personnel (not just parish work) of all the five dioceses ²³⁰		Respondents		% difference between the groups
0-19	57	0,60 %	0	0,00 %	-0,64 %
20-29	726	8,10 %	48	7,42 %	-0,72 %
30-39	1504	16,90 %	116	17,93 %	1,08 %
40-49	2061	23,10 %	174	26,89 %	3,80 %
50-59	3070	34,40 %	224	34,62 %	0,22 %
60-69	1445	16,20 %	85	13,14 %	-3,05 %
70-79	60	0,70 %	0	0,00 %	-0,67 %
80-89	1	0,00 %	0	0,00 %	-0,01 %
In all	8924	100 %	647	100,00 %	

These three groups comprise only 1,3 % of all the personnel working in the five dioceses, so their missing from the gathered data is not very surprising. It is also highly possible that an even smaller portion of them would go under the category of parish work personnel. The slightly more significant differences are in the age groups of 40-49 years and 60-69 years. The age group of 40-49 is slightly overrepresented, whereas the age group of 60-69 is slightly

²³⁰ Seurakuntatyön henkilöstötilasto - joulukuu 2019. (s.a.)

underrepresented. The ratio of respondents in the largest personnel age group is very similar between respondents and all church personnel. In general, the ratios of different age groups are pretty similar, increasing the study's applicability.

The representativeness of the respondents' organizational level could not be evaluated against any kind of statistics from the Kirkon tilastot-database. Hopefully, the database will include some statistics related to these variables in the future, as it would greatly help future quantitative studies concerning the ELCF. According to a report by the Church Council, in 2019, 25 % of all the church's vicars were female.²³¹ This statistic would suggest that the ratio of female vicars might be slightly off among the respondents.

Based on the data gathered now, female personnel seems significantly underrepresented on middle and top management levels. Concerning the organizational level of respondents, the genders differed in a statistically convincing manner ($\chi^2 = 99.303$, $p = 0.000$).²³² This was also true with Fisher's Exact Test ($\chi^2 = 87.350$, $p = 0.000$).

Table 8: The distribution of male and female personnel on different organizational levels

Respondents Organizational level (OrgLVL) and Gender						
			Follower	Middle management	Top management	Total
Gender	Male	Count	84	41	40	165
		Expected Count	122,4	29,8	12,8	165,0
	Female	Count	393	75	10	478
		Expected Count	354,6	86,2	37,2	478,0
Total	Count		477	116	50	643
	% of all OrgLvl		74,2%	18,0%	7,8%	100,0%

The opposite being true for male personnel. The results of the dependency test between gender and organizational level also showed a remarkably great dependency on the gender: phi (0.393), V(0.393), and C(0.366).²³³ Comparing the respondents' general work experience with the larger personnel groups in the ELCF was not possible. Neither was supervisors' work experience in their current position.

²³¹ Asikainen 2020, 105.

²³² Metsämuuronen 2017b, 67.

²³³ Metsämuuronen 2017b, 68.

5. Findings

5.1. No question left unturned

Respondents were given fourteen questions, which formed seven categories in Ehrhart's model of servant leadership.²³⁴ They were asked to evaluate their immediate supervisor's servant leader behavior (shortened as SLB onwards).

Table 9: Descriptive statistics for servant leadership variables.

Descriptive statistics of servant leadership variables							95 % Confidence Interval for Mean	
Question	N	Missing	Mean	Std. Deviation	Median		Lower Bound	Upper bound
SL1 ...spends the time to form quality relationships with employees.	645	0	4,55	1,72	5		4,41	4,68
SL2 ...creates a sense of community among employees.	645	0	4,49	1,72	5		4,36	4,62
SL3 ...decisions are influenced by employee's input.	645	0	4,83	1,61	5		4,71	4,96
SL4 ...tries to reach consensus among employees on important decisions.	642	3	4,86	1,55	5		4,74	4,98
SL5 ...is sensitive to employee's responsibilities outside the work place.	635	10	4,49	1,54	4		4,37	4,61
SL6 ...makes the personal development of employees a priority.	635	10	4,02	1,40	4		3,91	4,13
SL7 ...holds employees to high ethical standards.	644	1	6,03	1,10	6		5,95	6,12
SL8 ...does what she or he promises to do.	645	0	5,48	1,50	6		5,37	5,6
SL9 ...balances concern for day-to-day details with projections for the future.	641	4	4,95	1,39	5		4,85	5,06
SL10 ...displays a wide-ranging knowledge and interests in finding solutions to work problems.	644	1	4,90	1,66	5		4,77	5,03
SL11 ...makes me feel like I work with him/her, not for him/her.	640	5	5,12	1,84	6		4,97	5,26
SL12 ...works hard at finding ways to help others be the best they can be.	641	4	5,18	1,57	6		5,06	5,3
SL13 ...encourages employees to be involved in community service and volunteer activities outside of work.	634	11	3,40	1,70	4		3,26	3,53
SL14 ...emphasizes the importance of giving back to the community.	622	23	3,54	1,58	4		3,41	3,66
Valid N (listwise)		603						

In the first category of servant leadership, in forming relationships with followers, over 50% of the respondents feel that their supervisor puts at least some effort into forming quality relationships.²³⁵ Also, as seen in Table 9, the sense of community is somewhat strengthened by the supervisors. The results were, however, mixed, as this category had the second-highest standard deviation. A bit over 25% of the respondents felt that their supervisor was more or

²³⁴ See chapter 2.3. of this study for description of the categories.

²³⁵ See Table 26: Distribution of servant leadership variables into three groups in the appendices.

less lacking in this area.²³⁶ In the second category of servant leadership, empowering followers²³⁷, the results suggest that, on average, supervisors listen to their followers and share some power in decision-making. Supervisors also try to create shared goals. Still, approximately one-fifth of the followers disagree at least slightly with the statements.

The third category, helping followers to grow and succeed,²³⁸ was interesting for two reasons: 1) it was one of the two categories of servant leadership where slightly over one percent of the respondents left questions unanswered, and 2) on average, this category saw the second-lowest scores of SLB. Because many parish work personnel work in a large geographical area and do not have clearly defined working hours, SL5 might have seemed irrelevant or difficult to answer. The results of SL6 show that only one-third of respondents thought their supervisor supports their personal growth at least slightly.

The fourth category, behaving ethically²³⁹, saw the highest means and lowest standard deviations in SLB. The low standard deviation is evident in Figure 3, on the next page. A bit over ninety percent of the respondents agreed at least slightly with the statement of SL7, and almost forty percent agreed entirely. The results are not too surprising. As ethical behavior is an essential theme for many religious organizations, one could expect a high mean on this variable. Although the responses in SL8 were more varied than in SL7, it seems that, on average, supervisors' words in the ELCF are thought to be trustworthy. The portion of positive and negative experiences regarding supervisor behavior is a bit higher, but not significantly so.

For the fifth category, the conceptual skills of the supervisor,²⁴⁰ both means were on the better side of the scale, and almost two-thirds of the respondents agreed at least slightly with the statements. This would suggest that, on average, church leadership is thought to have some skills in balancing day-to-day work with long-term goals. A large portion of leaders also exhibits curiosity for their surroundings and the skill of learning new things.

²³⁶ See Table 26: Distribution of servant leadership variables into three groups in the appendices.

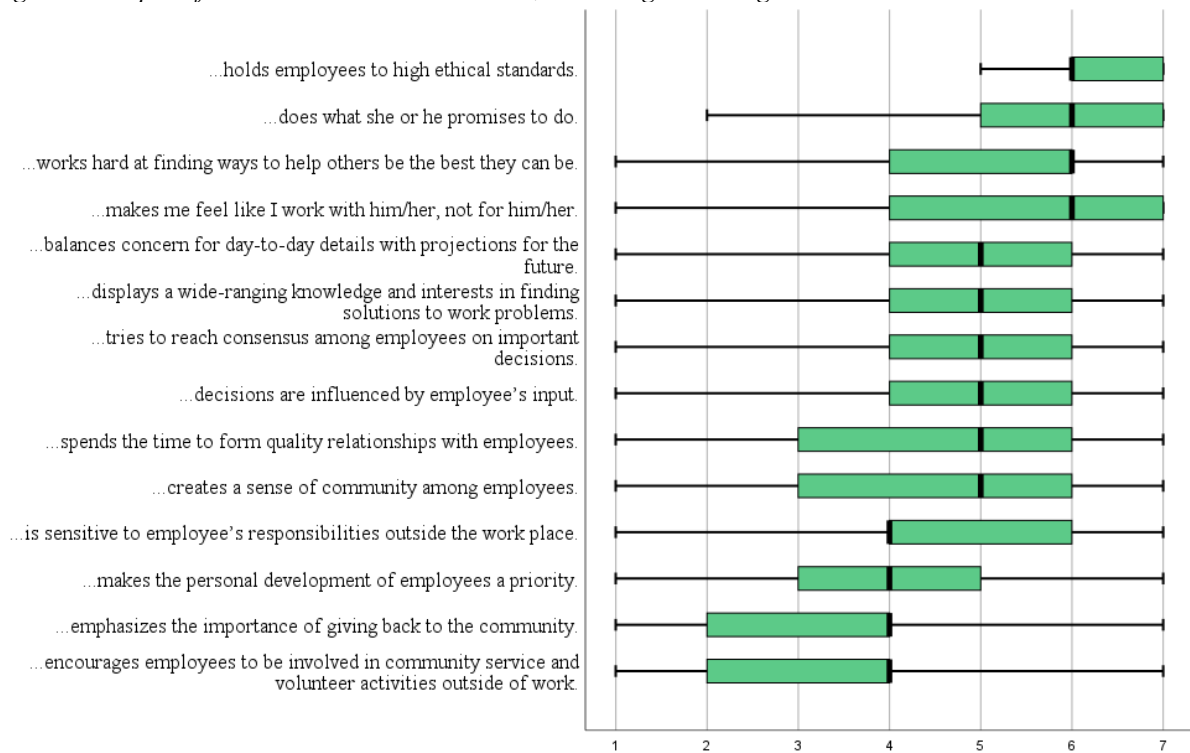
²³⁷ SL3 and SL4; Ehrhart 1998, 4–5.

²³⁸ SL5 and SL6; Ehrhart 1998, 5–6.

²³⁹ SL7 and SL8; Ehrhart 1998, 6–7.

²⁴⁰ SL9 and SL10; Ehrhart 1998, 7–8.

Figure 3: Boxplots for the servant leader variables, ascending according to their statistics.²⁴¹



In the sixth category, having a sense of purpose,²⁴² both means were clearly on the better side of the scale. Almost seventy percent of the respondents agreed at least slightly with the statements. The statistics made this the second strongest servant leadership category in the ELCF. Interestingly though, approximately eight percent of respondents gave their supervisor the lowest possible score on SL11. This percent made it a variable with the highest amount of the most negative responses. This would suggest that a small but significant part of the ELCFs supervisors rely on their formal authority to lead their followers.

The seventh category, the supervisor's ability to create value for those outside of the organization,²⁴³ was a unique one by almost all measurements. First, the variables had the highest amounts of missing values, suggesting that they were the most difficult questions to answer. On average, the variables had the lowest means of all the servant leader variables, accompanied by the third-highest standard deviations. Approximately two-fifths of the respondents disagreed at least slightly with the statements. Less than a quarter of the respondents agreed at least slightly with them. It would seem that, on average, leaders of the ELCF are primarily focused on the in-group, their organization, and its members, not on the world outside of their organization.

²⁴¹ 50% of observations are in the box. The thick black line in the middle of the box is the median answer.

²⁴² SL11 and SL12; Ehrhart 1998, 8–9.

²⁴³ SL13 and SL14; Ehrhart 1998, 9–10.

When testing for the normality of the variables in the sample, the p -value was < 0.005 for all variables with both Kolmogorov-Smirnov -test and Shapiro Wilkins -test.²⁴⁴ This meant that the individual variables were not normally distributed. Most of the variables were more or less skewed to the left, except for SL13 being skewed slightly to the right. With regards to kurtosis, variables SL5 and SL6 were the only ones with a positive kurtosis. Now that we have looked at the categories of Ehrhart's servant leadership measure. The next step is to see if the two variables in each category will create a meaningful whole.

5.2. Ehrhart's measure and the peculiarities of the ELCF

Although Ehrhart's measure of servant leadership has been used several times in different studies, the unique nature of the ELCF as an organization made it reasonable to evaluate its reliability. There is always the possibility that some of the items might provide only a *minor amount of information*. Also, some of the items might be connected to an *unexpected latent component*.²⁴⁵ Because of the established nature of the measure, it was presumed to be one-dimensional. The variables measuring servant leadership (SL1-14) were expected to add up into a composite variable. Cronbach's *Alpha* was used to evaluate the measure's reliability,²⁴⁶ and the reliability of the sum of the fourteen variables was $\alpha=0.928$,²⁴⁷ as shown in Table 10.

Table 10: The reliability of Ehrhart's measure in the context of the ELCF

Reliability Statistics of variables SL1-14			
Case Processing Summary			
		N	%
Cases	Valid	603	93,5
	Excluded*	42	6,5
	Total	645	100

Cronbach's Alpha	N of items
0,928	14

* Listwise deletion based on all variables in the procedure.

The findings of the inter-item correlations were that²⁴⁸ the pairs, *SL1-SL2*, *SL2-SL3*, and *SL3-SL4*, had the highest correlation. On the other end, *SL14-SL5*, *SL14-SL9*, and *SL14-SL11* had the lowest. When comparing SL14 to other items, it had the weakest overall correlation with other measure items. Leaving out SL7, SL13 or SL14 would have slightly increased the Alpha value (to 0.929-0.934). The *Alpha* would have been high in any case, so leaving any of the items out would not have had any practical significance. Leaving out any

²⁴⁴ Metsämuuronen 2017c, 66, 67 & 80.

²⁴⁵ Metsämuuronen 2017b, 41.

²⁴⁶ Metsämuuronen 2017b, 41–42.

²⁴⁷ Metsämuuronen 2017b, 44.

²⁴⁸ See Table 28: How different SL variables correlate with each other from the appendices; Metsämuuronen 2017b, 44.

of the other items would have lowered the value of *Alpha*.²⁴⁹ Regarding the confidence interval for *Cronbach's Alpha*, there is, roughly, a 95% probability that the value of *Alpha* would be 0.92-0.93 if additional samples would be taken from the same population.²⁵⁰ In sum, according to Cronbach's Alpha, with few remarks, the items created by Ehrhart can be said to measure the same thing (servant leadership) even though SL14 had relatively low correlation values, as occasionally did SL13 and SL7.

The Reliability of a Component Score Variable with Principal Component Analysis

Extraction was done with *Principal components analysis* (PCA) as none of the items in Ehrhart's measure passed normality tests. In the initial observations of the data, the boxplots of SL13 and SL14 had stood out of the group as a pair. Their correlation values with other items in the reliability analysis were also low, especially for SL14. To see if another latent component could explain the phenomenon, the Varimax rotation method was added to the PCA.²⁵¹

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity were used for testing the adequacy of a dataset for a PCA. The data was suitable for a PCA. With a KMO value of 0.931, it passed the KMOs minimum level of 0.6 easily, and Bartlett's test threshold ($p < 0.001$) passed as well.²⁵² The *extraction* values of communality differed somewhat (from 0.281 to 0.794). Others were relatively high (SL14, SL13, and SL2) in communality, while some were lower (for example, SL7 and SL5). The results meant that every variable surpassed the minimum value of 0.2.²⁵³

Table 11: *Eigenvalues of the principal components.*

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7,55	53,89	53,89	7,55	53,89	53,89	6,86	49,00	49,00
2	1,30	9,28	63,17	1,30	9,28	63,17	1,98	14,17	63,17
3	0,86	6,14	69,31						

Extraction Method: Principal Component Analysis

Table 11 shows that only one (Component 1 = 6.86) had a high *eigenvalue* out of the potential rotated components. However, there was also another component that has a

²⁴⁹ Metsämuuronen 2017b, 45.

²⁵⁰ Metsämuuronen 2017b, 48–49.

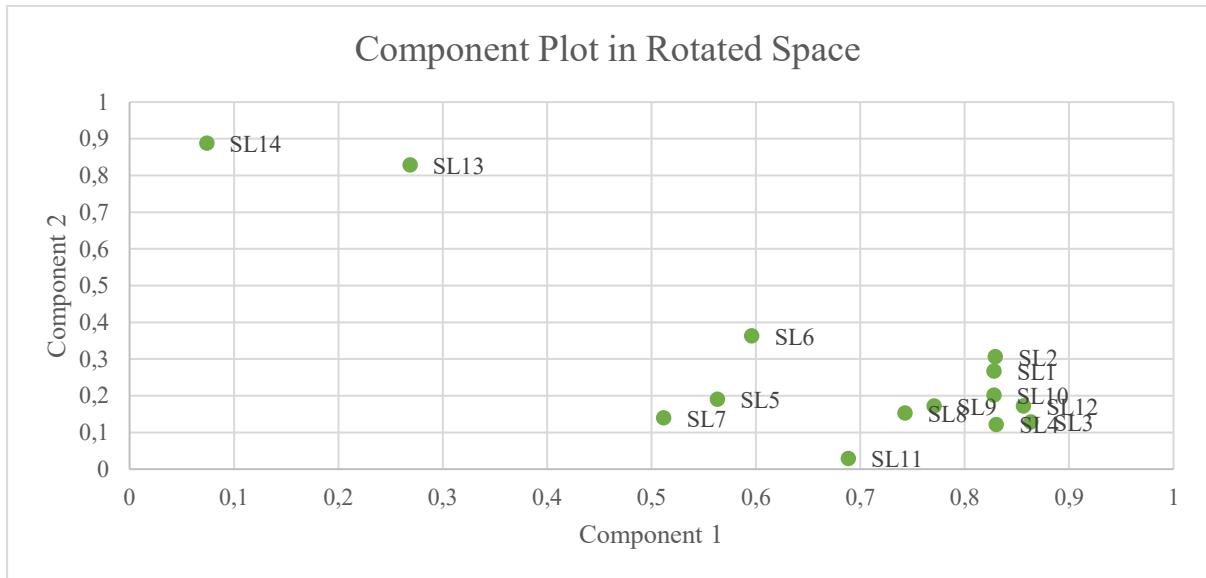
²⁵¹ See Table 29: Rotated Component Matrix in the appendices.

²⁵² Metsämuuronen 2017b, 153–154.

²⁵³ Metsämuuronen 2017b, 159.

significant eigenvalue of 1.984 (Component 2). This result indicated that two components could be created using the items. Together these two components explained approximately 63% of the variable's variation.²⁵⁴ From observing the component plot in rotated space (Figure 4), it became even more apparent that SL14 and SL13 could plausibly be said to form a distinct component of their own. In other words, they operated as a latent dimension of servant leadership within this data.

Figure 4: The distinctiveness of SL13 and SL14 from the rest of the variables.



Conclusion

The results from the unweighted and weighted tests were slightly mixed. The Cronbach's *Alpha* gave very positive results on the reliability of Ehrhart's servant leadership measure. This would suggest that the measure is reliable, and a composite variable could be built upon it. On the other hand, PCA indicates that the seventh category of Ehrhart's measure forms a distinct component in the diocese data. The components could be categorized so that the first component measures behavior that builds up followers and the organization. In contrast, the second component measures actions that have a more direct effect on the broader community.

After consideration, three composite variables were constructed out of Ehrhart's measure. The 1st composite variable was created from all the items in Ehrhart's measure and named *Ehrhart's Classic Servant Leadership* (ECSL). The 2nd one was constructed from items SL1-SL12 and named *Follower and Organization Focused Servant Leadership* (FOFSL). The 3rd one was formed from SL13 and SL14 and named *Community Focused*

²⁵⁴ Metsämuuronen 2017b, 163.

Servant Leadership (CFSL). Constructing three different variables created two opportunities: it ensured the comparability of the data to other studies that have used Ehrhart's measure. At the same time, an important finding of the data was given due attention. The three variables will be used so that ECSL will work as the primary variable for going through the results. Results related to CFSL and FOFSL will be reported for those antecedents where the results differed significantly from ECSL.

Constructing the Servant Leadership Behavior variables

Because the dataset is not comprehensive, as variables contained missing values (ranging from 1 to 23), *MEANS-operation* was used to construct the composite variables for servant leadership. The MEAN-operation calculates the arithmetic mean of those values that are available.²⁵⁵ ECSL and FOFSL ended up having 645 valid cases, and CFSL had 635 valid cases. ECSL and FOFSL did not have missing cases, and CFSL had ten of them. The mean of ECSL was 4.71 (1.14), the mean of FOFSL was 4.91 (1.2), and the mean of CFSL was 3.46 (1.46). The confidence interval for mean (CI 95%) of the variables were as follows: ECSL [4.62, 4.8], FOFSL [4.82, 5.00] and CFSL [3.35, 3.57]. The converted²⁵⁶ ECSL had a mean of 3.47 (0.76) and a median of 3.62. Compared to a small sample of earlier studies with Ehrhart's measure²⁵⁷, the results for ECLF were slightly below the average mean of 3.51 (0.72) but slightly above the median of 3.44).

None of the composite variables passed the Kolmogorov-Smirnov test of normality with this sample.²⁵⁸ The skewness was -0.522 (SE 0.096) for ECSL, -0.599 (SE 0.096) for FOFSL, and 0.041 (SE 0.097) for CFSL. Kurtosis was -0.286 (SE 0.192) for ECSL, -0.297 (SE 0.192) for FOFSL, and -0.562 (SE 0.194) for CFSL. These statistics and Table X. show that both ECSL and FOFSL were slightly skewed to the left. CFSL differed greatly from the ECSL and FOFSL in that it had almost no skewness but a kurtosis higher than both. From Figure 5, we can see that a significant portion of respondents gave their supervisor the mean score of 4.00 on CFSL.

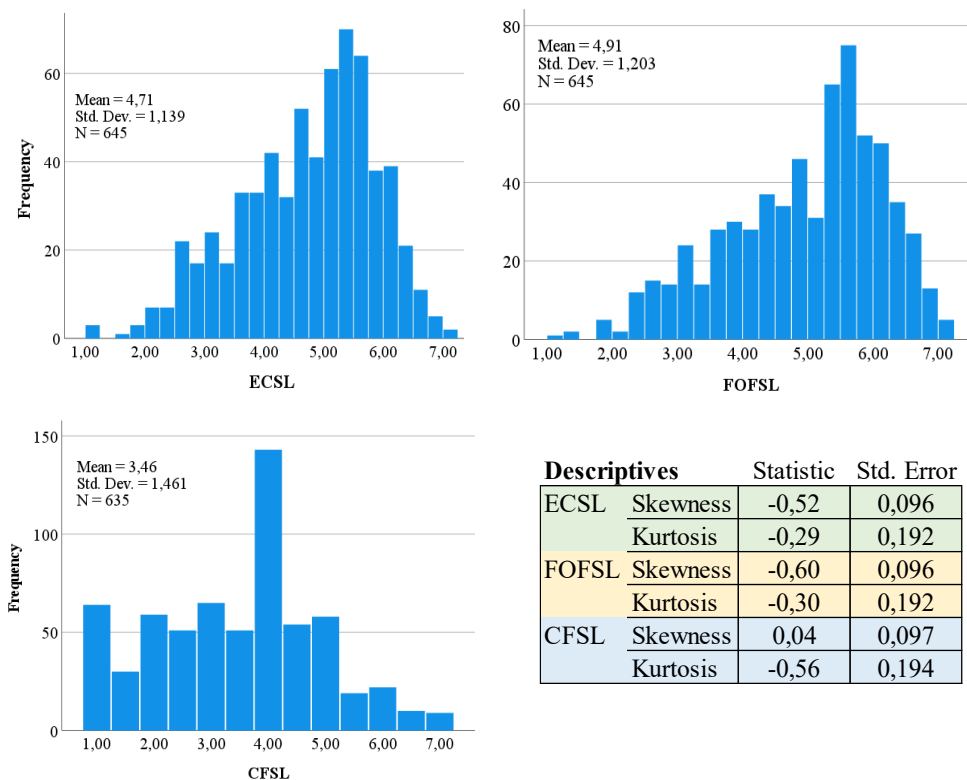
²⁵⁵ Metsämuuronen 2017b, 58.

²⁵⁶ The results from studies with a Likert scale from 1 to 7 were converted to match the results with a Likert scale from 1 to 5.

²⁵⁷ See Table 2: Descriptive statistics of studies with Ehrhart's measure.

²⁵⁸ Metsämuuronen 2017b, 140–141.

Figure 5: Histograms of the three composite variables on servant leadership.



Even though the composite variables did not pass the tests of normality in the sample data, this does not automatically have to mean that multivariate methods are unusable. According to Metsämuuronen, the methods are often “quite robust and stable” and, thus, “produce reliable results” even when the assumption of a *Normally distributed population* does not hold.²⁵⁹

5.3. Who were the servant leaders in the church?

Servant leadership and two genders

Inspired by the studies of Rodriguez-Rubio and Kiser, and Hogue,²⁶⁰ we begin the study of antecedents for servant leadership by focusing on the relationship between gender and servant leadership. The first question can be stated: Does servant leadership behavior differ between male and female supervisors in the ELCF? Secondly, we will examine how male respondents evaluated their male and female supervisors. Lastly, we will examine how female respondents evaluated their male and female supervisors.

With regards to the gender of the supervisor, male supervisors received slightly higher scores in ECSL ($M = 4.72$, $SD = 1.16$, $N = 239$) than female supervisors ($M = 4.68$, $SD =$

²⁵⁹ Metsämuuronen 2017b, 130–131.

²⁶⁰ Rodriguez-Rubio & Kiser 2013, 145; Hogue 2016, 844.

1.12, $N = 191$). According to the independent sample t -tests, the differences between the means scores that followers gave to their male and female supervisors were not statistically significant: $t = 0.386$, $df = 428$, and $p = 0.699$, 95% CI [-0.18, 0.26]. Standard deviation was greater among the means of male supervisors, but the differences were not statistically significant: $F = 0.009$, $df = 428$, $p = 0.924$,²⁶¹ and effect size d was minimal (0.04).²⁶²

When evaluating their supervisors, male followers gave on average slightly higher scores to their female supervisors in ECSL ($M = 4.99$, $SD = 1.04$, $N = 31$) than to their male supervisors ($M = 4.94$, $SD = 1.10$, $N = 95$). According to the independent sample t -tests, the differences between the means of scores that male followers gave to their male and female supervisors were not statistically significant: $t = -0.250$, $df = 124$, and $p = 0.803$, 95% CI [-0.50, 0.39] and effect size d was minimal (-0.05).²⁶³ Standard deviation was greater among male supervisors, but the differences were not statistically significant: $F = 0.525$, $df = 124$, $p = 0.470$.²⁶⁴

On average, female followers also gave slightly higher scores to their female supervisors in ECSL ($M = 4.63$, $SD = 1.12$, $N = 159$) than to their male supervisors ($M = 4.56$, $SD = 1.19$, $N = 144$). According to the independent sample t -tests, the differences between the scores that female followers gave to their male and female supervisors were not statistically significant: $t = -0.392$, $df = 301$, and $p = 0.696$, 95% CI [-0.31, 0.21] and effect size d was minimal (-0.04).²⁶⁵ Standard deviation was greater among the means of male supervisors. However, the differences were not statistically significant: $F = 0.525$, $df = 301$, $p = 0.806$ for ECSL.²⁶⁶

Table 12: The relationship of servant leadership with supervisor's gender

Group Statistics for ECLS and gender related antecedents									
	Gender	N	Mean	Std. Error Mean	Mean difference	Mean difference statistically significant?	Std. Deviation	Equal variance assumed?	Effect size d
Male respondent & supervisor's gender:	Male	95	4,94	0,11	-0,056	No	1,09	Yes*	Minimal
	Female	31	4,99	0,19			1,04		
Female respondent & supervisor's gender:	Male	144	4,58	0,10	-0,052	No	1,19	Yes*	Minimal
	Female	159	4,63	0,09			1,12		
Supervisor's gender:	Male	239	4,72	0,08	0,043	No	1,16	Yes*	Minimal
	Female	191	4,68	0,08			1,12		

* $p \geq 0,05$

²⁶¹ Metsämuuronen 2017b, 80–81.

²⁶² Metsämuuronen 2017a, 462 & 467.

²⁶³ Metsämuuronen 2017a, 462 & 467.

²⁶⁴ Metsämuuronen 2017b, 80–81.

²⁶⁵ Metsämuuronen 2017a, 462 & 467.

²⁶⁶ Metsämuuronen 2017b, 80–81.

As shown in Table 12, on average, male followers gave a higher score to their supervisors SLB. The differences were clear and statistically significant. On average, both male and female followers gave slightly higher scores to female supervisors in ECSL. Based on the data gathered now, the differences were not statistically significant, and the differences were minimal.

Correlations

After examining the possible relationship between gender and servant leadership, the next set of antecedents was explored. Inspired by Eva et al. and Beck,²⁶⁷ the process began by looking at servant leadership's possible relationships with supervisors' age, work experience, and years spent in the current work position.²⁶⁸ All three composite variables of servant leadership were also included in the initial examinations.

Table 13: Correlations between servant leadership and possible antecedents

		Correlations			Mean	Std. Deviation	N
		ECSL	FOFSL	CFSL			
Age	Pearson Correlation	-,115*	-,125**	-0,024	54,13	8,56	430
	Sig. (2-tailed)	0,017	0,009	0,622			
Number of years in current position	Pearson Correlation	-,218***	-,219***	-,112*	7,71	7,49	446
	Sig. (2-tailed)	0,000	0,000	0,019			
Number of work years in total	Pearson Correlation	-,167***	-,163***	-,104*	26,96	11,68	446
	Sig. (2-tailed)	0,000	0,001	0,029			

***. Correlation is significant at the 0.001 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

As shown in Table 13, supervisors' age, work experience, and years in their current position correlated negatively with all three servant leader variables.²⁶⁹ Apart from CFSL and age, correlations were small and statistically significant.

Organization, organizational level, and servant leadership

In order to see if there is a relationship between the diocese where the respondents worked at and how the respondents evaluated their supervisors servant leadership behavior, one-way analysis of variance (ANOVA) was conducted.²⁷⁰ As shown in Table 14, The respondents were divided into five groups according to their diocese: diocese 11 ($M = 4.66$, $SD = 1.15$, $N = 245$), diocese 12 ($M = 4.80$, $SD = 1.19$, $N = 56$), diocese 13 ($M = 4.85$, $SD = 1.03$, $N = 142$), diocese 14 ($M = 4.63$, $SD = 1.21$, $N = 92$), and diocese 15 ($M = 4.71$, $SD = 1.15$, $N = 110$).²⁷¹

²⁶⁷ Beck 2014, 303; Eva et. al. 2019, 119.

²⁶⁸ Metsämuuronen 2017b, 73–74.

²⁶⁹ Metsämuuronen 2017b, 75–76.

²⁷⁰ Metsämuuronen 2017b, 319, 323–326.

²⁷¹ Metsämuuronen 2017b, 365–372.

Table 14: The ranking of 1) the different dioceses of the ELCF and 2) supervisors' on different organizational levels', according to their SLB

Organization of the respondent			Organizational level of the respondent's supervisor		
<i>Tukey HSD^{a,c}</i>		Subset for alpha = 0.05	<i>Tukey HSD^{b,c}</i>		Subset for alpha = 0.05
Respondents organization a,c	N	1	Organizational level b,c	N	1
Diocese 14	92	4,63	Middle management	178	4,60
Diocese 15	110	4,64	Top management	210	4,77
Diocese 11	245	4,66	CEO	37	4,97
Diocese 12	56	4,80	Sig.		0,09
Diocese 13	142	4,85			
Sig.		0,634			
<i>a. Tukeys HSD uses Harmonic Mean Sample Size = 102,163.</i>			<i>b. Tukeys HSD uses Harmonic Mean Sample Size = 80,199.</i>		
<i>c. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.</i>			<i>Means for groups in homogeneous subsets are displayed.</i>		

At first glance, there seemed to be a clear difference between the mean of the highest-scoring diocese (diocese 13) and the lowest-scoring one (diocese 14). The differences between groups were, however, not statistically significant ($F(4, 644) = 0.973, p = 0.421$). The effect size d of the organizational level was between minimal and small for ECSL (0.16–0.22).²⁷² With CFSL, the ranking of dioceses differed from ECSL, but the statistical significance of the results was very similar.

Table 15: The relationship of servant leadership with 1) respondent's organization and 2) the organizational level of their supervisor

The relationship of ECSL with organization and organizational level						
	Parametric				Non-Parametric	
	Homogeneity of Variances (Levene)?	Statistically significant differences (ANOVA)?	Effect size d		Kruskal-Wallis H	Statistically significant differences? ^b
<i>Organization of the respondent</i>	Pass	No	0,16 - 0,22	Min-Small	2,946	No
<i>Organizational level of the respondent's supervisor</i>	Pass	No	0,22 - 0,25	Small	6,084	Yes*

^b Asymp. Sig

* $p \leq 0,05$

²⁷² Metsämuuronen 2017a, 468–470; Metsämuuronen 2017b, 332–336.

To see if there is a relationship between the supervisor's organizational level and how the respondents evaluated their supervisor's servant leadership behavior, a one-way analysis of variance (ANOVA) was conducted.²⁷³ The supervisors were divided into three groups according to their organizational level: middle management ($M = 4.60$, $SD = 1.05$, $N = 178$), top management ($M = 4.78$, $SD = 1.21$, $N = 210$), and CEO ($M = 4.97$, $SD = 1.06$, $N = 37$). The differences between groups were not statistically significant, $F(2, 422) = 2.215$, $p = 0.110$.²⁷⁴ However, the nonparametric Kruskal-Wallis H test gave a different result for the statistical significance of the differences ($p < 0.05$). As shown in Table 15:, the effect size d of the organizational level was small (0.22-0.25), which indicates that the organizational level does have a relationship with servant leadership behavior.²⁷⁵ On average, servant leadership scores were better the higher the supervisor's organizational level.

Age, work experience, and servant leadership

In this section, we wanted to see if there was a relationship between the supervisors age and the score the supervisors received for their SLB. The respondents were divided into four age groups: 19-39 years old ($M = 4.77$, $SD = 1.18$, $N = 25$), 40-49 years old ($M = 4.93$, $SD = 1.07$, $N = 81$), 50-59 years old ($M = 4.75$, $SD = 1.15$, $N = 204$), and 60-69 years old ($M = 4.46$, $SD = 1.15$, $N = 120$). According to the ANOVA table, the differences between groups were statistically significant ($F(3, 429) = 3.101$, $p = 0.027$).²⁷⁶ The effect size d of the supervisors age group was small for ECSL (0.30 - 0.40).²⁷⁷

Tukey's test showed that the mean differences were statistically significant between supervisors in the age group of 40-49 and those in the age group of 60-69, with ECSL ($p < 0.05$, 95 % CI [0.05, 0.89]).²⁷⁸ The mean of supervisors in the age group of 40-49 was 0.47 higher than those in the age group of 60-69. Even though the results showed statistically significant differences between the groups, none formed distinct subsets, as shown in Table 16.

²⁷³ Metsämuuronen 2017a, 319, 323–326.

²⁷⁴ Metsämuuronen 2017b, 367–369.

²⁷⁵ Metsämuuronen 2017a, 468–469; Metsämuuronen 2017b, 333–334.

²⁷⁶ Metsämuuronen 2017b, 369.

²⁷⁷ Metsämuuronen 2017a, 468–469; Metsämuuronen 2017b, 333–334.

²⁷⁸ Metsämuuronen 2017b, 364.

Table 16: The ranking of 1) different age groups and 2) groups with differing amounts of work experience

Age of the respondent's supervisor		
Tukey HSD ^{a,c}		
Supervisor's age group	N	Subset for alpha = 0.05
60-69	120	1
50-59	204	1
19-39	25	1
40-49	81	1
Sig.		0,104
a. Uses Harmonic Mean Sample Size = 60,993.		
c. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.		
Means for groups in homogeneous subsets are displayed.		

Work experience of the respondent's supervisor			
Tukey HSD ^{b,c}			
Supervisor's years of work experience in total	N	Subset for alpha = 0.05	
		1	2
40-50	38	4,37	
20-30	137	4,63	4,63
30-40	167	4,67	4,67
0-10	48		4,99
10-20	56		5,08
Sig.		0,575	0,168
b. Uses Harmonic Mean Sample Size = 63,862.			

To see if there is a relationship between supervisors general work experience and how they were evaluated regarding their SLB, a one-way analysis of variance (ANOVA) was conducted.²⁷⁹ The respondents were divided into five groups according to their work experience: 0-10 ($M = 4.99$, $SD = 1.18$, $N = 48$), 10-20 ($M = 5.08$, $SD = 0.97$, $N = 56$), 20-30 ($M = 4.63$, $SD = 1.04$, $N = 137$), 30-40 ($M = 4.67$, $SD = 1.21$, $N = 167$), and 40-50 ($M = 4.37$, $SD = 1.25$, $N = 38$). The differences between groups were statistically significant, $F(4, 445) = 3.293$, $p = 0.011$.²⁸⁰ The effect size d of the work experience was small (0.35-0.49), as shown in Table 17.²⁸¹

Table 17: The relationship of servant leadership with 1) the age of the supervisor and 2) the work experience of the supervisor

The relationship of ECSL with supervisor's age and work experience						
	Parametric		Effect size d		Non-Parametric	
	Homogeneity of Variances (Levene)?	Statistically significant differences (ANOVA)?			Kruskal-Wallis H	Statistically significant differences? ^b
Age of the respondent's supervisor	Pass	Yes*	0,30 - 0,40	Small	10,370	Yes*
Work experience of the respondent's supervisor	Pass	Yes*	0,35 - 0,49	Small	-	-

^b Asymp. Sig

* $p \leq 0,05$

Tukey's test was used to compare the mean of each group with the means of all other groups, one at a time.²⁸² Tukey's test showed statistical significance between the average means of the two groups. The average mean of supervisors with 10-20 years of work experience was 0.71

²⁷⁹ Metsämuuronen 2017a, 319, 323–326.

²⁸⁰ Metsämuuronen 2017b, 367–369.

²⁸¹ Metsämuuronen 2017a, 468–469; Metsämuuronen 2017b, 333–334.

²⁸²

higher ($p = 0.026$, 95 % CI [0.06, 1.36]) than those with 40-50 years of work experience. As shown in Table 16:, Tukey's test also categorized the two groups into separate subsets.

Years in current position and servant leadership

The next possible antecedent to be examined was the number of years the supervisors had been in their current position.²⁸³ On ECSL and FOFSL, Levene's test rejected the hypothesis of equal variances ($p < 0.05$), so the Brown and Forsythes test was added to the analysis, and Tamhane's T2 was used in the post hoc test alongside Tukey's test.²⁸⁴ The supervisors were also divided into five groups according to the number of years they have been working in their current position: up to one year ($M = 5.26$, $SD = 0.86$, $N = 39$), one to five years ($M = 4.88$, $SD = 1.01$, $N = 56$), five to ten years ($M = 4.71$, $SD = 1.00$, $N = 62$), ten to fifteen years ($M = 4.65$, $SD = 1.06$, $N = 30$), and above fifteen years ($M = 4.21$, $SD = 1.41$, $N = 52$). The differences between groups were statistically significant, $F(4, 445) = 6.072$, $p < 0.001$.²⁸⁵ The effect size d of the number of years a supervisor had been in their current position was between small and medium (0.48-0.66).²⁸⁶

Tukey's and Tamhane's T2 tests were used to compare the mean of each group with the means of all other groups, one at a time. Tukey's tests showed that in ECSL, the mean differences were statistically significant between supervisors who had been in their current position for over fifteen years and two other groups: 1) difference with supervisors who had been in their current position up to a year was -0.82 ($p < 0.001$, 95 % CI [-1.27, -0.36]) and 2) difference with supervisors who had been in their current position from five to ten years was -0.50 ($p < 0.05$, 95 % CI [-0.97, -0.03]).

²⁸³ Metsämuuronen 2017a, 319, 323–326.

²⁸⁴ Metsämuuronen 2017b, 364, 367.

²⁸⁵ Metsämuuronen 2017b, 367–369.

²⁸⁶ Metsämuuronen 2017a, 468–469; Metsämuuronen 2017b, 333–334.

Table 18: Ranking of supervisors' with different numbers of years in their current position, according to their SLB

The number of years that respondent's supervisor has been in their current position			
Supervisor's in current position	N	Subset for alpha = 0.05	
		1	2
15,01+	75	4,22	
5,01 - 10,00	105	4,68	4,68
1,01 - 5,00	101		4,72
10,01 - 15,00	50		4,76
<= 1,00	115		5,04
Sig.		0,075	0,239
<p><i>a. Uses Harmonic Mean Sample Size = 81,362.</i></p> <p><i>b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.</i></p> <p><i>Means for groups in homogeneous subsets are displayed.</i></p>			

Supervisors who had been in their current position for up to one year received the highest score on average. As shown in Table 18:, Tukey's test also placed supervisors with over fifteen years in the current position to a different subset than three other supervisors groups: those who have been in their current position for up to one year, five to ten years, and ten to fifteen years.

Male supervisors and the years they had spent in their current position

After exploring the level of SLB between all supervisors with different numbers of years in their current position, it was time to explore the same variable among male supervisors.²⁸⁷ On FOFSL, Levene's test rejected the hypothesis of equal variances ($p < 0.05$) again, so Brown and Forsythe's test was added to the analysis. Tamhane's T2 was also used in the post hoc test alongside Tukey's test.²⁸⁸ The male supervisors were also divided into five groups according to the number of years they have been working in their current position: up to one year ($M = 5.04$, $SD = 1.00$, $N = 115$), one to five years ($M = 4.72$, $SD = 1.13$, $N = 101$), five to ten years ($M = 4.68$, $SD = 1.15$, $N = 105$), ten to fifteen years ($M = 4.76$, $SD = 1.06$, $N = 50$), and above fifteen years ($M = 4.22$, $SD = 1.27$, $N = 75$). The differences between groups were statistically significant as indicated by both the ANOVA table ($F(4, 238) = 6.677$, $p < 0.001$), and Brown-Forsythe test ($F(4, 209.627) = 5.564$, $p < 0.001$).²⁸⁹ The effect size d of the number of years a male supervisor had been in their current position was between medium and high (0.61-0.85).²⁹⁰

²⁸⁷ Metsämuuronen 2017a, 319, 323–326.

²⁸⁸ Metsämuuronen 2017b, 364, 367.

²⁸⁹ Metsämuuronen 2017b, 369.

²⁹⁰ Metsämuuronen 2017a, 468–469; Metsämuuronen 2017b, 333–334.

Tukey's and Tamhane's T2 tests were used to compare the mean of each group with the means of all other groups, one at a time. Tamhane's tests showed that in ECSL, the mean differences were statistically significant between male supervisors who had been in their current position for up to one year and those who had been in their current position for more than fifteen years. The difference was 1.05 ($p < 0.001$, 95 % CI [0.37, 1.74]). As shown in Table 19:, Tukey's test also placed supervisors with over fifteen years in the current position to a different subset than supervisors who have been in their current position up to five years.

Female supervisors and the years they had spent in their current position

After SLB had been explored among male supervisors, the study turned to female supervisors.²⁹¹ The female supervisors were also divided into five groups according to the number of years they have been working in their current position: up to one year ($M = 4.91$, $SD = 1.01$, $N = 60$), one to five years ($M = 4.53$, $SD = 1.24$, $N = 45$), five to ten years ($M = 4.64$, $SD = 1.16$, $N = 43$), ten to fifteen years ($M = 4.93$, $SD = 1.17$, $N = 20$), and above fifteen years ($M = 4.26$, $SD = 0.94$, $N = 23$). The differences between groups were not statistically significant, as indicated by the ANOVA table ($F(4, 190) = 1.904$, $p < 0.111$).²⁹² The effect size d for female supervisor's years in current position was between small and medium (0.41-0.57), as seen in Table 20:.²⁹³

Table 19: Ranking of 1) male supervisors' with different numbers of years in their current position and 2) female supervisors' with different numbers of years in their current position, according to their SLB

Male supervisor's years in current position (binned)				Female supervisor's years in current position (binned)		
Tukey HSD ^{a,c}		Subset for alpha = 0.05		Tukey HSD ^{b,c}		Subset for alpha = 0.05
Years in current position	N	1	2	Years in current position	N	1
15,01+	52	4,21		15,01+	23	4,26
10,01 - 15,00	30	4,65	4,65	1,01 - 5,00	45	4,53
5,01 - 10,00	62	4,71	4,71	5,01 - 10,00	43	4,64
1,01 - 5,00	56		4,88	<= 1,00	60	4,91
<= 1,00	39		5,26	10,01 - 15,00	20	4,93
Sig.		0,224	0,080	Sig.		0,121
a. Uses Harmonic Mean Sample Size = 44,567.				b. Uses Harmonic Mean Sample Size = 32,129.		
c. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.				Means for groups in homogeneous subsets are displayed.		

²⁹¹ Metsämuuronen 2017a, 319, 323–326.

²⁹² Metsämuuronen 2017b, 369.

²⁹³ Metsämuuronen 2017a, 468–469; Metsämuuronen 2017b, 333–334.

On average, the respondent group newest to their job gave their supervisors the highest mean score. In the same manner, on average, the supervisor group newest to their job received the highest mean score. Regarding male and female supervisors, the years spent in the current position seemed to have a very different relationship with the two genders. For female supervisors, the mean plot for different groups creates a vertical s-symbol. For male supervisors, the mean plot for the different groups creates a line with a steady decline.

Table 20: The relationship of servant leadership with 1) supervisor's years in their current position, 2) male supervisor's years in their current position, and 3) female supervisor's years in their current position

The relationship of ECSL with supervisor's work experience in current position							
	Homogeneity of Variances (Levene)?	Parametric Robust Tests of Equality of Means ^a	Statistically significant differences (ANOVA)?	Effect size <i>d</i>		Non-Parametric Kruskal-Wallis <i>H</i>	Statistically significant differences? ^b
Supervisor's years in current position	Pass	-	Yes***	0,48 - 0,66	Small-Med	21,351	Yes***
Male supervisor's years in current position	Fail	Pass***	Yes***	0,61 - 0,85	Med-High	18,735	Yes***
Female supervisor's years in current position	Pass	-	No	0,41 - 0,57	Small-Med	7,174	No

a. Brown-Forsythe, statistical significance of the differences between the groups

b. Asymp. Sig

*** $p \leq 0,001$

Ehrhart's measure in the context of the church

With the supervisor's organizational level variable, the differences between middle management ($M = 3.00$, $SD = 1.39$, $N = 173$), top management ($M = 3.68$, $SD = 1.44$, $N = 208$), and CEO ($M = 4.72$, $SD = 1.17$, $N = 37$) were very clear. The differences between groups were statistically significant, $F(2, 414) = 26.398$, $p = 0.000$ and the effect size d of the organizational level was between medium and high (0.76-0.87).

Table 21: The relationship of CFSL with the organizational level of the respondent's supervisor

The relationship of CFSL with and organizational level						
	Parametric				Non-Parametric	
	Homogeneity of Variances (Levene)?	Statistically significant differences (ANOVA)?	Effect size <i>d</i>		Kruskal-Wallis <i>H</i>	Statistically significant differences? ^b
Organizational level of the respondent's supervisor	Pass	Yes***	0,76 - 0,87	Med-High	47,618	Yes***

b. Asymp. Sig

*** $p \leq 0,001$

As seen in Table 21, the Kruskal-Wallis H test confirmed the results of ANOVA. Tukey's test was used again to compare the mean of each group with the means of all other groups, one at

a time. The test showed that in CFSL, the differences between the evaluation made by followers were statistically significant on all organizational levels of the supervisors.

Table 22: The ranking of supervisors' on different organizational levels', according to their average mean of CFSL

Organizational level of the respondent's supervisor				
Tukey HSDa,b		Subset for alpha = 0.05		
Supervisor's organizational level	N	1	2	3
Middle management	173	3,00		
Top management	208		3,69	
CEO	36			4,72
Sig.		1,00	1,00	1,00
<p>a. Uses Harmonic Mean Sample Size = 78,195.</p> <p>b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.</p> <p>Means for groups in homogeneous subsets are displayed.</p>				

The scores of middle managers differed from those of top managers ($p = 0.000$, 95 % CI [-1.02, -0.34]) and CEOs ($p = 0.000$, 95 % CI [-2.32, -1.12]). The difference between middle managers and top managers was -0.68, and between middle managers and CEOs, it was -1.72.²⁹⁴ The scores of top managers differed from those of CEOs ($p = 0.000$, 95 % CI [-1.63, -0.44]), and the difference between the two groups was -1.04. This meant that, on average, followers of middle managers gave their supervisors clearly lower scores in CFSL than followers of top managers and CEOs. The followers of top managers, on the other hand, gave clearly higher scores to their supervisors than those of middle managers but lower scores than the followers of CEOs. As shown in Table 22, Tukey's tests created three distinct subsets out of the groups.

The background variable where the relationship with FOFSL really differed from ECSL and CFSL was *male supervisor's years in current position*. Levene's test rejected the hypothesis of equal variances ($p < 0.05$), so the Brown and Forsythes test was added to the analysis, and Tamhane's T2 was used in the post hoc test alongside Tukey's test.²⁹⁵ The differences between male supervisors who had been in their current position for up to one year ($M = 5.26$, $SD = 0.86$, $N = 39$), one to five years ($M = 4.88$, $SD = 1.01$, $N = 56$), five to ten years ($M = 4.71$, $SD = 1.15$, $N = 62$), ten to fifteen years ($M = 4.65$, $SD = 1.00$, $N = 30$), or above fifteen years ($M = 4.21$, $SD = 1.41$, $N = 52$) were statistically significant. This applied for both the ANOVA table ($F(4, 445) = 5.765$, $p < 0.001$), and Brown-Forsythe test ($F(4, 373.047) = 5.702$, $p < 0.001$). The effect size d the number of years a supervisor had been in their current position was between medium and high (0.61-0.85).

²⁹⁴ Metsämuuronen 2017b, 347–349, 369–371.

²⁹⁵ Metsämuuronen 2017b, 364, 367.

Tukey's and Tamhane's tests were used to compare the mean of each group with the means of all other groups, one at a time. Tamhane's tests showed that the mean differences were statistically significant between supervisors who had been in their current position for up to a year and two other groups: 1) with supervisors who had been in their current position over fifteen years, the difference was 1.07 ($p < 0.001$, 95 % CI [0.37, 1.78]) and 2) with supervisors who had been in their current position from ten to fifteen years it was 0.69 ($p < 0.001$, 95 % CI [0.01, 1.36]). The mean difference was statistically significant also with supervisors who had been in their current position for over fifteen years and those who had been in their current position from one to five years. The difference was -0.74 ($p < 0.039$, 95 % CI [-1.45, -0.02]).

Table 23: Ranking of male supervisors' with different numbers of years in their current position, according to their FOFSL

Male supervisor's years in current position (Binned)				
Years in current position (Binned) N		Subset for alpha = 0.05		
		1	2	3
Tukey HSD ^{a,b}	15,01+	52	4,37	
	10,01 - 15,00	30	4,76	
	5,01 - 10,00	62	4,90	4,90
	1,01 - 5,00	56	5,11	5,11
	<= 1,00	39		5,45
	Sig.		0,217	0,629

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 44,567.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

As shown in Table 23, the groups differed significantly enough for the Tukey's test to divide them into three subsets. The average mean of each group also ascended from the lowest mean to the highest according to the years spent in current position

6. Reflections and conclusions

6.1. Core findings

This study aimed to examine servant leadership in the context of the Evangelical Lutheran Church of Finland. What kind of servant leadership is characteristic for the church, and what are the possible antecedents for supervisors' servant-leader behavior? Based on the findings of this study, supervisors emphasize first and foremost *behaving ethically*. The category, which was the second strongest, was *having a sense of purpose*. The two categories where church leadership struggled most were *helping followers grow and succeed* and *creating value for those outside of the organization*. Except for behaving ethically, every category of Ehrhart's servant leadership had quite a bit of variance in them. The church also provided an

interesting context for Ehrhart's measure. The measure could be used as two-dimensional instead of one. Compared to a small sample of previous studies with Ehrhart's measure, the level of servant leader behavior is quite average in the ELCF.

As for the antecedents for servant leadership, the most basic comparison of male and female supervisors did not find significant differences between the genders. The same was also true when comparing the different dioceses against each other. The dioceses differed more from each other than those of male and female supervisors, but the differences were not statistically significant. The first significant differences between supervisor groups were found when examining differences between organizational levels. Already with ECSL, it was visible that servant leadership got better the higher the organizational level of the supervisor was. With CFSL, the differences between organizational levels grew so significant that each level formed a subset of their own, with bishops on top.

Differences between groups were also found when examining the age and work experience of supervisors. On average, servant leadership improves until the age of circa 49, after which it declines. The trend was somewhat similar with regards to supervisors' work experience. On average, the first twenty or so years have a positive trend, followed by a decline. The study ended with comparing supervisors according to the years they had been in their current position. The findings of this process were that, first, supervisors could enjoy a "honeymoon" period when they begin in a new position. Secondly, the number of years spent in the same position seems to affect male and female supervisors differently. Unlike their female colleagues, with male supervisors, the number of years spent in the same position negatively correlated with their servant leadership. This correlation was most visible with FOFSL.

6.2. *Ethical missionaries slightly unsure of their place in the wider society*

Before creating three composite variables, Ehrhart's servant leadership measure was used to examine different categories of servant leadership and their prevalence in the church. The purpose was to see what kind of servant leadership is typical for the leaders of the church. The process of reflection is not carried out in a ranked order. Instead, the categories of servant leadership will be reflected upon in the same order as they were in the findings chapter.

Even though being the third weakest category of servant leadership in the ELCF, a clear majority of followers think that their supervisors form relationships with employees. In addition, most followers think that their supervisor positively impacts creating a sense of

community in the workplace. However, a significant portion of followers disagreed at least slightly with the statements. The results in this category of servant leadership could reflect a culture of solo working. In an organization like the ELCF, where much of the daily work is done alone, there could be fewer incentives and possibilities to create a community among the personnel. Having a culture of solo working or not, the first category of servant leadership needs to improve if the goals of the church's leadership development and new strategy document are to be achieved: tackling work community and personnel-related questions.²⁹⁶

The results on the empowerment of followers also raise questions. Even though on average, the results ended up on the positive side of the scale, the results have room for improvement. A mean of less than five and a median of five suggest that ELCF has a significant amount of unused thinking prowess among its personnel. This was also an issue in the article by Kela.²⁹⁷ When comparing this category of servant leadership to the first one, it would seem that supervisors express more interest in their followers' decision-making skills than in getting to know their followers personally.

Helping followers grow and succeed was the second weakest category of servant leadership in the ELCF. The mean and median of answers were situated on the middle ground of the scale. In the KEVA-report, 76% of parish work personnel agreed at least somewhat with the statement that their employer encourages professional development. 13% neither agreed nor disagreed, and 11% disagreed with the statement at least somewhat.²⁹⁸ Although the question asked in the KEVA report is not equivalent to the SL6, the difference between employer encouragement and supervisor encouragement is surprisingly big.

The difference raises another relevant question for the church. Why did supervisors receive mediocre scores on making the personal development of employees a priority? The ELCF has had its training center for several years to support the professional growth of its personnel.²⁹⁹ With approximately 1.5 million euros yearly expenditure,³⁰⁰ the larger organizational culture clearly supports employees' personal development.

Behaving ethically, especially holding employees to high ethical standards, was the strongest part of ECSL among the supervisors of the ELCF. When comparing the report by KEVA and SL8 on this study, the trustworthiness of supervisors is around the same level as

²⁹⁶ Kopperi 2019, 22; Kirkkohallitus 2020, 9.

²⁹⁷ Kela 2020a, 109; Kela 2020b, 42.

²⁹⁸ Pekkarinen 2018, 57.

²⁹⁹ Kirkon koulutuskeskus 2019, 8.

³⁰⁰ Kirkon keskusrahasto 2018, 138.

the rest of the parish work community.³⁰¹ However, the relatively low standard deviation could suggest that the variable's value is diminished in the church context. Holding employees to high ethical standards is likely a core part of being a supervisor in the ELCF, and behaving otherwise is a departure from a cultural norm. For most followers, these expectations are justified with supervisors' keeping their promises. However, as 91% of followers think their supervisors hold them to high ethical standards, and approximately 79% of the followers think their supervisors keep their promises, it would suggest that a significant portion of supervisors are seen as partially failing to meet their own standards.

On average, the conceptual skills of supervisors in the ELCF were on the positive side of the scale, even though the results were not outstanding. If the evaluation of ethical behavior was almost too uniform to provide significant information, the conceptual skills of supervisors are more spread out towards the opposite ends of the scale. This seems to be a common theme for many servant leader categories in the ELCF. The church has many supervisors who can be seen as talented servant leaders. However, at the same time, it has many supervisors who would benefit a lot from training in this area of leadership. Mod also raised a similar type of issue in her article on leadership in the educational and youth ministry of the ELCF.³⁰²

Based on the conceptual skills category results, approximately two-thirds of the supervisors in the ELCF have played a role in finding solutions to the problems brought by the COVID-19 pandemic. It could be further speculated that if the distribution of these supervisors is significantly unbalanced, over one-third of the parishes in the ELCF have had significant problems in dealing with the effects of the pandemic.

Having a sense of purpose was the second strongest category for servant leadership. The church has many supervisors capable of making people feel like they are working towards a shared goal. From a growth perspective, the supervisors getting the lowest ratings formed an interesting group. Are these supervisors inclined towards a more autocratic leadership style, or do they lack the skills of building a sense of a common goal? The fact that the category of ethical behavior surpassed the sense of purpose raises an interesting theological question. By their behavior, church leadership would seem to emphasize moral uprightness more than the importance of the missiological nature of the church.

The last category, creating value for those outside of the organization, was a standout category. In the rotated component analysis, the variables in this category differed from all

³⁰¹ Pekkarinen 2018, 41.

³⁰² Mod 2020, 61.

other variables by forming a component of their own. The missing values analysis also showed that SL14 was the variable with the highest percentage of missing answers (3,5%). The SL13 variable came in second, by missing 1,7% of answers. The data does not explain why this is so, but there are at least five possible reasons.

First, the question could have been unclear for the parish work personnel. Secondly, the followers could have found it challenging to evaluate this category of their supervisors SLB. Thirdly, and partly connected to the first possible reason, many Finnish people see themselves as living in a welfare state. The ELCF has also been a strong supporter of the welfare state ideal.³⁰³ In such a state, the public sector takes care of much of the community services. Hence, organizations from other sectors of life are not such active agents in the life of local communities. This could reduce the tendency of supervisors to encourage followers to volunteer and give back to their local communities. Fourth, in the context of ELCF, personnel can see their organization as a receiver of volunteer activity and charitable work.³⁰⁴ Fifth, the supervisors in the ELCF could be uncertain about how their followers could volunteer and give back to the larger community.³⁰⁵

Creating value for those outside of the organization is also interesting from the perspective of social work. In December 2019, the ELCF employed over 8500 parish personnel. Over 1300 of these people were deacons or social workers, and over 170 were family counselors.³⁰⁶ This is a significant amount of personnel working directly towards creating value for those outside of the ELCF and supporting the least privileged in society.³⁰⁷ Based on this information alone, one could expect supervisors throughout the ELCF to communicate the importance of the church giving back to the broader community. The results could also reflect a specific way of carrying out the mission of the ELCF. The strong segmentation of parish work has created a culture where creating value for those outside of the organization is left for the specialists like deacons, social workers family counselors.³⁰⁸

6.3. *Ehrhart's measure and the possible antecedents*

Although finding two possible latent principal components for Ehrhart's measure was initially very exciting, the use of CFSL and FOFSL gave only a limited amount of additional depth to the study. The additional insights were limited to findings related to the organizational level

³⁰³ Kirkon tulevaisuuskomitean mietinnön liiteosa 2016, 184.

³⁰⁴ Kirkon tulevaisuuskomitean mietintö 2016, 49.

³⁰⁵ Kirkon tulevaisuuskomitean mietinnön liiteosa 2016, 146.

³⁰⁶ Seurakuntatyön henkilöstötilasto - joulukuu 2019 (s.a.).

³⁰⁷ Ehrhart 1998, 10.

³⁰⁸ Kirkon tulevaisuuskomitean mietinnön liiteosa 2016, 178.

and male supervisors' years in their current position. Thus, when examining the possible antecedents for servant leadership, Ehrhart's measure was primarily used in the same manner as in previous studies: one-dimensional.

The mean and median of ECSL turned out to be a very interesting benchmark for the ELCF. As hinted at in the introduction of this study, the theme of serving others is present in almost all liturgical texts for inaugurating leaders to the church's offices.³⁰⁹ However, the level of servant leadership in the church was close to the average mean and median of the small sample of previous studies with Ehrhart's measure.³¹⁰ Compared to the wordings of liturgical texts, the findings could be seen as a bit of a disappointment. On the other hand, the Church Council's report from 2017³¹¹ already suggested that, on average, servant leadership might not be on the level of the ideals of the ingurgitation ceremonies.

Gender and servant leadership

The findings of this study suggest that, on a general level, female and male supervisors are equally active in servant leadership. They also suggest that there is no bias against either gender. At least in the context of the ELCF. This finding is quite significant when considering the general reputation of churches as favoring male leadership. It is equally important to note that as a leadership style, servant leadership seems to provide a way for both genders to aspire for the most demanding leadership offices in the ELCF. Additional studies are, of course, needed to verify these findings and reflections. Regarding more general servant leader studies, the findings of the study side with those previous studies that found no significant relationship between servant leadership and the gender of the supervisors.³¹²

Organization, organizational level, and servant leadership

The differences between the five dioceses that took part in this study cannot be said to differ significantly. Depending on the expectations, the level of servant leadership can thus be seen as equally good or bad in a significant part of the church. Based on the findings, it could be speculated that the leadership training programs of the church have had an equalizing effect

³⁰⁹ Kirkollisten toimitusten kirja, 2. osa: Vihkimiset, virkaan asettamiset ja tehtävään siunaamiset 2004, 12–166.

³¹⁰ See Table 2: Descriptive statistics of studies with Ehrhart's measure. The converted ECSL had a mean of 3.47 (0.76) and a median of 3.62. Compared to a small sample of earlier studies with Ehrhart's measure, the results for ECLF were slightly below the average mean of 3.51 (0.72) but slightly above the median of 3.44).

³¹¹ See Introduction, page 3.

³¹² Barbuto & Gifford 2010, 4 & 14; Beck 2014, 304.

on the level of servant leadership in the church. If so, then the leadership training programs could serve as a potent actor for increasing the level of servant leadership in the church.

The relationship between supervisor's organizational level and the score they received on their SLB has not explicitly been studied before. The higher the supervisor's organizational level, the higher the average mean score. In his study on personnel perception of SLB in different organizations, Horsman suggested that personnel higher in the organizational hierarchy could understand SLB better.³¹³ This conclusion could be valid, but it is also very possible that people higher in the organizational hierarchy have supervisors who are, on average, more active in SLB. With ECSL, the statistical significance of differences between different supervisor groups had some uncertainty to it.³¹⁴ However, with CFSL, the differences were very significant. The findings related to the organizational level in the church and SLB could be summarized as follows: the higher the organizational level of the supervisors, the more their relationship can be described in servant leader terms.

Regarding gender and servant leadership, it is worth reminding that the proportion of female personnel decreases at the higher levels of the organization, both in the population and among the respondents.³¹⁵ Thus, the average mean score given to female supervisors might be affected by their organizational level. The organizational level could influence the level of SLB because the church has traditionally trained its personnel as they advance in the organizational hierarchy.³¹⁶

At the beginning of leadership studies concerning the ELCF, the studies by Palmu brought up leadership problems with the church's vicars.³¹⁷ There is still room for improvement among vicars. However, leaders that need the most support in their leadership are the middle managers. Regarding selecting its highest officials, the ELCF would seem to have placed its best servant leaders on top of its organizational hierarchy. This finding creates an interesting link to the study by Kurki in the 1990s. One of her findings was that among the bishops of the ELCF she interviewed, the ideal of spiritual servanthood was a theme that unified the group the most.³¹⁸ In the current study, the bishops received the best average mean score in SLB; the ideal of service would seem to have passed on from a generation to another.

³¹³ Horsman 2008, 97.

³¹⁴ ANOVA did not give statistically significant differences, but Kruskal-Wallis did.

³¹⁵ See

Table 8: The distribution of male and female personnel on different organizational levels.

³¹⁶ See for example, Pastoraalitutkinnot (s.a.) & Johtamisen erityiskoulutus 2020.

³¹⁷ Palmu 1990a, 144; Palmu 1991, 39 & 46

³¹⁸ Kurki 1994, 111 & 137.

Thus, even though having a span of almost thirty years between them, the two studies could be interpreted to support each other.

Examining how different supervisor groups were evaluated in CFSL provided the most significant finding related to SLB on different organizational levels. The differences between every group were vast and statistically significant. Finding that bishops, as representatives of the CEO level, received the highest scores in CFSL was not surprising. After all, bishops have increasingly been seen as public relations managers between ELCF and broader society, often defending the value of the church to the broader society. Moreover, inside the church, the bishops are tasked with guiding the church in its mission in the world.³¹⁹ According to the current study's findings, the idea of serving the broader society seems to be discussed significantly less on the parish level. With mean scores of less than four for middle and top managers, there seems to be much room for strengthening community-focused servant leader culture.

Age, work experience, and servant leadership

The supervisor's age and general work experience have been expected to correlate positively with their SLB.³²⁰ However, the findings have not given consistent results so far.³²¹ The current study gives reason to believe that, on average, the servant leadership skills of supervisors increase from the early twenties up until the late forties. Moreover, after reaching its peak, SLB starts to diminish in older supervisor groups. The same type of trend was visible with work experience. After interviewing supervisors who had received high scores from their followers, Beck concluded that "exemplary servant leaders had processed experiences in their lives with the following themes emerging: role of a mentor, reflection, self-awareness, and self-efficacy."³²² Suppose these processes are also needed in the church context. In that case, many of the church's leaders³²³ seem to be affected by something that weakens their capability to continue using their life experiences productively. Moreover, these factors eventually lead to a decline in servant leadership.

The question of work experience and servant leadership also loomed above the last portion of background variables covered in this study. In their study, Chan and Mak

³¹⁹ Tulevaisuuskomitean mietintö 2016, 84-85.

³²⁰ Sun 2018, 43-44.

³²¹ Beck 2014, 305.

³²² Beck 2014, 305.

³²³ A very good exception to this weakening and decline is the bishops. At the time of data collection, the average age of bishops of the ELCF was 58 years, and the bishops (a.k.a. CEOs) had a mean score of 4.97 in ECSL.

concluded that servant leadership had a more positive effect on short-tenured followers than that for long-tenured followers.³²⁴ This “honeymoon effect,”³²⁵ a label that Chan and Mak took from previous research by Huang et al.³²⁶, was of interest for this study as well. The honeymoon effect seems to apply when a new supervisor begins to lead their team. The difference being that for new supervisors, the honeymoon seems to be drastically shorter. The findings of the current study would limit it to approximately one year.³²⁷ Supervisors new to their position could, of course, stand out also because they simply are active with SLB.

We began the search for possible antecedents for servant leadership by comparing male and female supervisors. To bring a sort of closure for the process, we examined how male and female supervisors with different amounts of work experience in their current position fared with SLB. The findings included that, for female supervisors, the number of years spent in the same position did not have a statistically significant relationship with their SLB.³²⁸ It is even possible that the honeymoon effect does not apply to female supervisors as strongly as their male colleagues.³²⁹

However, future research with a more extensive data set and two additional factors taken into account could give statistically significant results for female supervisors. The first factor to consider is that the honeymoon effect could also apply to female supervisors. The skills of the most experienced female supervisors with KIRJO 2005-training just outperform the gains provided by the honeymoon effect. In that case, it could be interpreted that female supervisors improve their SLB after the initial drop caused by the end of the honeymoon effect.

Even with this theory, one question would, however, remain. Why is it that supervisors who have been in their current position for at least fifteen years received the lowest mean score? Should not they have the highest average mean? This phenomenon could be related to the church’s leadership development programs. Because supervisors in this group have been in their position already before KIRJO 2005 was implemented, they could have missed the benefits of the training.³³⁰ This missing out could have, in turn, caused some of the church’s

³²⁴ Chan & Mak 2013, 272.

³²⁵ Chan & Mak 2013, 273.

³²⁶ Huang, X., Shi, K., Zhang, Z. and Cheung, Y.L. (2006), “The impact of participative leadership behavior on psychological empowerment and organizational commitment in Chinese state-owned enterprises: the moderating role of organizational tenure,” *Asia Pacific Journal of Management*, Vol. 23 No. 3, pp. 345-367.

³²⁷ See

Table 19.

³²⁸ See

Table 19.

³²⁹ See Table 20.

³³⁰ Kopperi 2019, 19.

most seasoned supervisors to be unnecessarily unprepared for the leadership and management environment of the early 21st century. If this theory could be confirmed, it would be a major merit for the leadership development provided by the Church Training Center and the cathedral chapters.

Even if the theory would not hold in future research, years spent in the same position seem to have very different consequences for male and female supervisors. With male supervisors, the honeymoon effect seems to apply more clearly.³³¹ However, the initial decrease in the mean score does not stop. Instead, the mean score for different male supervisor groups keeps descending through all the groups, especially with FOFSL.³³² Why do male supervisors seem to lose their capability of SLB the longer they stay in their current position? In contrast, why do female supervisors seem to be largely unaffected? Let us theorize on the question.

Scholars have argued, that on average, definitions of leadership have been moving away from authoritarian tendencies, more common among males, towards more communal elements, more common among females.³³³ This change can be a slow process, but at least in the Finnish context, business students have expected servant leader traits from their future supervisors for some time now.³³⁴ The shift from a more authoritarian way of leading towards a more serving one has likely affected male supervisors more. Thus, the change is more visible between male supervisors with different years in a leadership position.

6.4. *Strengths, limitations, and possible future paths*

This study contributes in many ways to the empirical studies on servant leadership and leadership in a religious context. First, the categories of Ehrhart's servant leadership measure were used in a uniquely detailed manner. This examination provided a better understanding of the characteristics of servant leadership in the ELCF. A closer examination also provides a bridge that helps connect future research with the current study. Second, it provides more knowledge on the possible antecedents for servant leadership. The findings of this study give reasons to believe that factors like gender, supervisor's organizational level, age, and work experience in its different forms can be considered antecedents for servant leadership. At the same time, the findings suggest that the antecedents are not independent of each other but work differently in different contexts.

³³¹ See Table 20.

³³² See Table 24.

³³³ Hogue 2016, 837; see also Asikainen 2010, 91 & 93-94.

³³⁴ Hakanen & Pessi 2018, 138.

Thirdly, this is the first quantitative study on servant leadership that examines leadership on all organizational levels of parish work. Having a first look at the prevalence of servant leadership allows researchers to calibrate their expectations of servant leadership in different parts of organizations. Lastly, it is the first of its kind study on servant leadership in the ELCF. The theme of servant leadership has been mentioned in several studies concerning the church, but this is the first time it is a focus of a study. As an organization that sees, at least in theory, all of its leadership offices as places of service, getting a first look at the actual status of servanthood is a vital reality check.

Despite its contributions, the study also has its limitations. The number of respondents was acceptable, but it could have been better compared to the number of all parish work personnel in the ELCF. There were slight differences between the respondents whose supervisors did not participate in the study and those whose supervisors did. Fortunately, the differences were not significant enough to be of practical significance. Although it would have been good to have an even more significant portion of the dioceses represented, the current number gives the findings of this study some generalizability. The data gathered in this study was cross-sectional, so causality could not be determined, and the strength of the relationships found could not be tested across time.

Concerning the data analyses, it would have been preferable to test models in which the effects for 1) different lines of work³³⁵ and 2) the lack of female personnel at higher levels of the organization were controlled for. Also, controlling for the effect of the common method variance factor would have been preferable; unfortunately, this was not possible. On a positive note, a comparison between participating and non-participating supervisors suggested that the risk of participation bias has been averted. For a more detailed analysis of participation bias, one can turn to the appendices.³³⁶

This study opens many paths for future research, of which only a sample will be mentioned here. Based on the findings related to the individual servant leader variables, future research could focus on the discrepancy between organizational support for personal development and support provided by the supervisors. A major interest for cathedral chapters and the Church Training Center could be to study how significant and long-lasting effects their training has on the leadership of supervisors'. Understanding why middle-managers and vicars received such low results with community-focused servant leadership would likely interest the whole ELCF. In order to get more clarity for the relationship between SLB and

³³⁵ For example, deacons, priests, and cantors.

³³⁶ See appendices for Did the findings favor supervisors who took part in the study?

the gender of the supervisor, future research should take into account the disparity between male and female leaders on different organizational levels.

Future research could also broaden our understanding of the mechanisms affecting the level of SLB on different organizational levels. For example, how are different servant leadership themes covered, explicitly or implicitly, in the different training programs the ELCF provides to its middle managers, vicars, and bishops? Regarding the honeymoon effect, future research could examine a) if supervisors new to their position are purposefully more active in SLB, b) if followers evaluate their new supervisor more positively, or c) if the honeymoon effect is a combination of both factors. The last suggestion for future research is investigating what factors weaken the capability of church leaders to continue using their life experiences productively? This seems to be an especially relevant question for male supervisors.

Our understanding of servant leadership in general and in the ELCF could also benefit significantly from using newer, more rigorously constructed servant leadership measures.³³⁷ Using questionnaires that measure the different dimensions more reliably would give more weight to future findings. Those interested in the postmodern approach to leadership studies could find the combination of church and servant leadership a fascinating research topic. The Christian Bible and the writings of theologians through two millennia, combined with contemporary servant leader studies, create a treasure-trove for researchers interested in how leadership texts set up rules for dialogue in an organization.³³⁸

³³⁷ Eva et. al. 2018, 115–116

³³⁸ Juuti 2006, 201–203; Seeck 376.

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Appendix

Table 24: Ehrharts Servant Leadership questionnaire (Palveleva johtaminen)

Indicate the extent to which you agree with the following statements.

Missä määrin olet samaa tai eri mieltä seuraavien väittämien kanssa?

(1 = “do not agree” to 7 = “agree entirely”)

Vastaukset asteikolla 1-7, jossa

1 = täysin eri mieltä

4 = siltä väliltä

7 = täysin samaa mieltä

<i>...spends the time to form quality relationships with employees.</i> ...käyttää aikaa luodakseen hyvän suhteen alaisiinsa.
<i>...creates a sense of community among employees.</i> ...luo yhteisöllisyyttä työntekijöiden keskuudessa.
<i>...decisions are influenced by employee's input.</i> ...ottaa työntekijöiden palautteen huomioon päätöksenteossa.
<i>...tries to reach consensus among employees on important decisions.</i> ...pyrkii tärkeissä kysymyksissä muodostamaan konsensuksen työntekijöiden kesken.
<i>...is sensitive to employee's responsibilities outside the work place.</i> ...ottaa huomioon alaistensa vastuut työpaikan ulkopuolella.
<i>...makes the personal development of employees a priority.</i> ...asettaa alaistensa henkilökohtaisen kehityksen etusijalle.
<i>...holds employees to high ethical standards.</i> ...odottaa työntekijöiden editivan eettisten arvojen mukaisesti.
<i>...does what she or he promises to do.</i> ...tekee, mitä lupaa.
<i>...balances concern for day-to-day details with projections for the future.</i> ...pyrkii löytämään tasapainon päivittäisen työn ja tulevaisuuden suunnittelun välillä.
<i>...displays a wide-ranging knowledge and interests in finding solutions to work problems.</i> ...ottaa laajasti huomioon monenlaista informaatiota ja erilaisia näkemyksiä ratkaistessaan ongelmia työpaikalla.
<i>...makes me feel like I work with him/her, not for him/her.</i> ...saa minut tuntemaan, että teen töitä hänen kanssaan, en hänelle.
<i>...works hard at finding ways to help others be the best they can be.</i> ...pyrkii auttamaan muita tekemään parhaansa.
<i>...encourages employees to be involved in community service and volunteer activities outside of work.</i> ...kannustaa työntekijöitä osallistumaan vapaaehtoistyöhön työpaikan ulkopuolella.
<i>...emphasizes the importance of giving back to the community.</i> ...korostaa, kuinka tärkeää on antaa takaisin yhteisölle.

Servant Leadership: Ehrhart, MG (2004), Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. Personnel Psychology, 57(1), pp. 61-94.

Table 25: Distribution of servant leadership variables into seven groups*SL1*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	36	5,6	5,6	5,6
	<i>(Moderately disagree)</i>	74	11,5	11,5	17,1
	<i>(Slightly disagree)</i>	60	9,3	9,3	26,4
	Neither agree nor disagree	106	16,4	16,4	42,8
	<i>(Slightly agree)</i>	146	22,6	22,6	65,4
	<i>(Moderately agree)</i>	147	22,8	22,8	88,2
	Agree entirely	76	11,8	11,8	100,0
	Total	645	100,0	100,0	

SL2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	37	5,7	5,7	5,7
	<i>(Moderately disagree)</i>	72	11,2	11,2	16,9
	<i>(Slightly disagree)</i>	75	11,6	11,6	28,5
	Neither agree nor disagree	106	16,4	16,4	45,0
	<i>(Slightly agree)</i>	133	20,6	20,6	65,6
	<i>(Moderately agree)</i>	153	23,7	23,7	89,3
	Agree entirely	69	10,7	10,7	100,0
	Total	645	100,0	100,0	

SL3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	23	3,6	3,6	3,6
	<i>(Moderately disagree)</i>	54	8,4	8,4	11,9
	<i>(Slightly disagree)</i>	61	9,5	9,5	21,4
	Neither agree nor disagree	81	12,6	12,6	34,0
	<i>(Slightly agree)</i>	159	24,7	24,7	58,6
	<i>(Moderately agree)</i>	185	28,7	28,7	87,3
	Agree entirely	82	12,7	12,7	100,0
	Total	645	100,0	100,0	

SL4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	15	2,3	2,3	2,3
	<i>(Moderately disagree)</i>	49	7,6	7,6	10,0
	<i>(Slightly disagree)</i>	64	9,9	10,0	19,9
	Neither agree nor disagree	101	15,7	15,7	35,7
	<i>(Slightly agree)</i>	144	22,3	22,4	58,1
	<i>(Moderately agree)</i>	189	29,3	29,4	87,5
	Agree entirely	80	12,4	12,5	100,0
	Total	642	99,5	100,0	
Missing	System	3	,5		
Total		645	100,0		

SL5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	31	4,8	4,9	4,9
	<i>(Moderately disagree)</i>	51	7,9	8,0	12,9
	<i>(Slightly disagree)</i>	49	7,6	7,7	20,6
	Neither agree nor disagree	187	29,0	29,4	50,1
	<i>(Slightly agree)</i>	130	20,2	20,5	70,6
	<i>(Moderately agree)</i>	137	21,2	21,6	92,1
	Agree entirely	50	7,8	7,9	100,0
	Total	635	98,4	100,0	
Missing	System	10	1,6		
Total		645	100,0		

SL6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	38	5,9	6,0	6,0
	<i>(Moderately disagree)</i>	64	9,9	10,1	16,1
	<i>(Slightly disagree)</i>	70	10,9	11,0	27,1
	Neither agree nor disagree	247	38,3	38,9	66,0
	<i>(Slightly agree)</i>	124	19,2	19,5	85,5
	<i>(Moderately agree)</i>	75	11,6	11,8	97,3
	Agree entirely	17	2,6	2,7	100,0
	Total	635	98,4	100,0	
Missing	System	10	1,6		
Total		645	100,0		

SL7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	5	,8	,8	,8
	<i>(Moderately disagree)</i>	6	,9	,9	1,7
	<i>(Slightly disagree)</i>	7	1,1	1,1	2,8
	Neither agree nor disagree	39	6,0	6,1	8,9
	<i>(Slightly agree)</i>	84	13,0	13,0	21,9
	<i>(Moderately agree)</i>	249	38,6	38,7	60,6
	Agree entirely	254	39,4	39,4	100,0
	Total	644	99,8	100,0	
Missing	System	1	,2		
Total		645	100,0		

SL8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	14	2,2	2,2	2,2
	<i>(Moderately disagree)</i>	27	4,2	4,2	6,4
	<i>(Slightly disagree)</i>	36	5,6	5,6	11,9
	Neither agree nor disagree	59	9,1	9,1	21,1
	<i>(Slightly agree)</i>	104	16,1	16,1	37,2
	<i>(Moderately agree)</i>	230	35,7	35,7	72,9
	Agree entirely	175	27,1	27,1	100,0
	Total	645	100,0	100,0	

SL9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	7	1,1	1,1	1,1
	<i>(Moderately disagree)</i>	32	5,0	5,0	6,1
	<i>(Slightly disagree)</i>	58	9,0	9,0	15,1
	Neither agree nor disagree	126	19,5	19,7	34,8
	<i>(Slightly agree)</i>	154	23,9	24,0	58,8
	<i>(Moderately agree)</i>	192	29,8	30,0	88,8
	Agree entirely	72	11,2	11,2	100,0
	Total	641	99,4	100,0	
Missing	System	4	,6		
Total		645	100,0		

SL10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	24	3,7	3,7	3,7
	<i>(Moderately disagree)</i>	47	7,3	7,3	11,0
	<i>(Slightly disagree)</i>	59	9,1	9,2	20,2
	Neither agree nor disagree	104	16,1	16,1	36,3
	<i>(Slightly agree)</i>	131	20,3	20,3	56,7
	<i>(Moderately agree)</i>	164	25,4	25,5	82,1
	Agree entirely	115	17,8	17,9	100,0
	Total	644	99,8	100,0	
Missing	System	1	,2		
Total		645	100,0		

SL11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	52	8,1	8,1	8,1
	<i>(Moderately disagree)</i>	30	4,7	4,7	12,8
	<i>(Slightly disagree)</i>	28	4,3	4,4	17,2
	Neither agree nor disagree	96	14,9	15,0	32,2
	<i>(Slightly agree)</i>	76	11,8	11,9	44,1
	<i>(Moderately agree)</i>	191	29,6	29,8	73,9
	Agree entirely	167	25,9	26,1	100,0
	Total	640	99,2	100,0	
Missing	System	5	,8		
Total		645	100,0		

SL12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	16	2,5	2,5	2,5
	<i>(Moderately disagree)</i>	41	6,4	6,4	8,9
	<i>(Slightly disagree)</i>	37	5,7	5,8	14,7
	Neither agree nor disagree	90	14,0	14,0	28,7
	<i>(Slightly agree)</i>	126	19,5	19,7	48,4
	<i>(Moderately agree)</i>	194	30,1	30,3	78,6
	Agree entirely	137	21,2	21,4	100,0
	Total	641	99,4	100,0	
Missing	System	4	,6		
Total		645	100,0		

SL13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	123	19,1	19,4	19,4
	<i>(Moderately disagree)</i>	105	16,3	16,6	36,0
	<i>(Slightly disagree)</i>	51	7,9	8,0	44,0
	Neither agree nor disagree	206	31,9	32,5	76,5
	<i>(Slightly agree)</i>	73	11,3	11,5	88,0
	<i>(Moderately agree)</i>	54	8,4	8,5	96,5
	Agree entirely	22	3,4	3,5	100,0
	Total	634	98,3	100,0	
Missing	System	11	1,7		
Total		645	100,0		

SL14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do not agree	86	13,3	13,8	13,8
	<i>(Moderately disagree)</i>	103	16,0	16,6	30,4
	<i>(Slightly disagree)</i>	57	8,8	9,2	39,5
	Neither agree nor disagree	228	35,3	36,7	76,2
	<i>(Slightly agree)</i>	81	12,6	13,0	89,2
	<i>(Moderately agree)</i>	50	7,8	8,0	97,3
	Agree entirely	17	2,6	2,7	100,0
	Total	622	96,4	100,0	
Missing	System	23	3,6		
Total		645	100,0		

Table 26: Distribution of servant leadership variables into three groups

		On a scale from 1 to 7	Frequency	Percent	Valid Percent	Cumulative Percent
SL1	Valid	Disagree at least slightly	170	26,4	26,4	26,4
		Neither agree nor disagree	106	16,4	16,4	42,8
		Agree at least slightly	369	57,2	57,2	100
		Total	645	100	100	
SL2	Valid	Disagree at least slightly	184	28,5	28,5	28,5
		Neither agree nor disagree	106	16,4	16,4	45
		Agree at least slightly	355	55	55	100
		Total	645	100	100	
SL3	Valid	Disagree at least slightly	138	21,4	21,4	21,4
		Neither agree nor disagree	81	12,6	12,6	34
		Agree at least slightly	426	66	66	100
		Total	645	100	100	
SL4	Valid	Disagree at least slightly	128	19,8	19,9	19,9
		Neither agree nor disagree	101	15,7	15,7	35,7
		Agree at least slightly	413	64	64,3	100
		Total	642	99,5	100	
	Missing	System	3	0,5		
	Total		645	100		
SL5	Valid	Disagree at least slightly	131	20,3	20,6	20,6
		Neither agree nor disagree	187	29	29,4	50,1
		Agree at least slightly	317	49,1	49,9	100
		Total	635	98,4	100	
	Missing	System	10	1,6		
	Total		645	100		
SL6	Valid	Disagree at least slightly	172	26,7	27,1	27,1
		Neither agree nor disagree	247	38,3	38,9	66
		Agree at least slightly	216	33,5	34	100
		Total	635	98,4	100	
	Missing	System	10	1,6		
	Total		645	100		
SL7	Valid	Disagree at least slightly	18	2,8	2,8	2,8
		Neither agree nor disagree	39	6	6,1	8,9
		Agree at least slightly	587	91	91,1	100
		Total	644	99,8	100	
	Missing	System	1	0,2		
	Total		645	100		
SL8	Valid	Disagree at least slightly	77	11,9	11,9	11,9
		Neither agree nor disagree	59	9,1	9,1	21,1
		Agree at least slightly	509	78,9	78,9	100
		Total	645	100	100	
SL9	Valid	Disagree at least slightly	97	15	15,1	15,1
		Neither agree nor disagree	126	19,5	19,7	34,8
		Agree at least slightly	418	64,8	65,2	100
		Total	641	99,4	100	
	Missing	System	4	0,6		
	Total		645	100		
SL10	Valid	Disagree at least slightly	130	20,2	20,2	20,2
		Neither agree nor disagree	104	16,1	16,1	36,3
		Agree at least slightly	410	63,6	63,7	100
		Total	644	99,8	100	
	Missing	System	1	0,2		
	Total		645	100		

SL11	Valid	Disagree at least slightly	110	17,1	17,2	17,2
		Neither agree nor disagree	96	14,9	15	32,2
		Agree at least slightly	434	67,3	67,8	100
		Total	640	99,2	100	
	Missing System		5	0,8		
	Total		645	100		
SL12	Valid	Disagree at least slightly	94	14,6	14,7	14,7
		Neither agree nor disagree	90	14	14	28,7
		Agree at least slightly	457	70,9	71,3	100
		Total	641	99,4	100	
	Missing System		4	0,6		
	Total		645	100		
SL13	Valid	Disagree at least slightly	279	43,3	44	44
		Neither agree nor disagree	206	31,9	32,5	76,5
		Agree at least slightly	149	23,1	23,5	100
		Total	634	98,3	100	
	Missing System		11	1,7		
	Total		645	100		
SL14	Valid	Disagree at least slightly	246	38,1	39,5	39,5
		Neither agree nor disagree	228	35,3	36,7	76,2
		Agree at least slightly	148	22,9	23,8	100
		Total	622	96,4	100	
	Missing System		23	3,6		
	Total		645	100		

Table 27: Missing values*Missing values in different organizations:*

Organization		N	Mean	Std. Deviation	Count (Missing)	Percent (Missing)	Low (No. of Extremes)	High (No. of Extremes)
11	SL1	246	4,50	1,699	0	0,0	0	0
	SL2	246	4,42	1,661	0	0,0	0	0
	SL3	246	4,74	1,629	0	0,0	7	0
	SL4	241	4,78	1,527	5	2,0	5	0
	SL5	240	4,54	1,486	6	2,4	9	0
	SL6	237	4,10	1,293	9	3,7	31	5
	SL7	243	5,98	1,130	3	1,2	22	0
	SL8	245	5,51	1,492	1	0,4	14	0
	SL9	244	4,91	1,389	2	0,8	3	0
	SL10	243	4,84	1,664	3	1,2	8	0
	SL11	241	5,14	1,810	5	2,0	0	0
	SL12	242	5,15	1,509	4	1,6	4	0
	SL13	240	3,42	1,603	6	2,4	0	7
	SL14	234	3,51	1,509	12	4,9	0	5
Org		246						
12	SL1	56	4,63	1,722	0	0,0	0	0
	SL2	56	4,57	1,767	0	0,0	0	0
	SL3	56	4,91	1,610	0	0,0	1	0
	SL4	56	5,02	1,395	0	0,0	1	0
	SL5	56	4,55	1,595	0	0,0	4	0
	SL6	56	4,04	1,464	0	0,0	0	0
	SL7	56	5,96	1,334	0	0,0	7	0
	SL8	56	5,75	1,254	0	0,0	2	0
	SL9	56	5,16	1,156	0	0,0	0	0
	SL10	56	5,13	1,502	0	0,0	1	0
	SL11	56	5,25	1,598	0	0,0	0	0
	SL12	56	5,45	1,501	0	0,0	0	0
	SL13	55	3,25	1,828	1	1,8	0	0
	SL14	54	3,43	1,609	2	3,6	0	0
Org		56						

13	SL1	143	4,64	1,701	0	0,0	0	0
	SL2	142	4,69	1,689	1	0,7	6	0
	SL3	143	5,15	1,409	0	0,0	3	0
	SL4	142	5,11	1,405	1	0,7	2	0
	SL5	138	4,64	1,594	5	3,5	7	0
	SL6	140	4,08	1,455	3	2,1	0	0
	SL7	142	6,07	1,096	1	0,7	11	0
	SL8	143	5,72	1,269	0	0,0	4	0
	SL9	142	5,21	1,214	1	0,7	0	0
	SL10	142	5,06	1,588	1	0,7	4	0
	SL11	142	5,27	1,782	1	0,7	0	0
	SL12	143	5,34	1,538	0	0,0	0	0
	SL13	139	3,47	1,708	4	2,8	0	0
	SL14	136	3,38	1,554	7	4,9	0	2
Org		143						
14	SL1	91	4,47	1,816	0	0,0	0	0
	SL2	91	4,44	1,875	0	0,0	0	0
	SL3	91	4,74	1,639	0	0,0	3	0
	SL4	91	4,82	1,697	0	0,0	0	0
	SL5	91	4,32	1,444	0	0,0	12	4
	SL6	91	3,71	1,377	0	0,0	7	8
	SL7	91	6,24	0,835	0	0,0	5	0
	SL8	91	5,19	1,632	0	0,0	2	0
	SL9	90	4,74	1,488	1	1,1	0	0
	SL10	91	4,92	1,759	0	0,0	3	0
	SL11	91	5,12	1,920	0	0,0	0	0
	SL12	90	5,11	1,631	1	1,1	18	0
	SL13	90	3,64	1,718	1	1,1	0	0
	SL14	89	3,87	1,646	2	2,2	0	0
Org		91						
15	SL1	110	4,60	1,666	0	0,0	8	0
	SL2	110	4,45	1,668	0	0,0	0	0
	SL3	110	4,75	1,682	0	0,0	6	0
	SL4	110	4,77	1,607	0	0,0	3	0
	SL5	108	4,38	1,563	2	1,8	3	0
	SL6	108	4,11	1,462	2	1,8	0	0
	SL7	110	6,06	0,960	0	0,0	9	0
	SL8	110	5,34	1,593	0	0,0	14	0
	SL9	109	4,87	1,473	1	0,9	1	0
	SL10	110	4,75	1,649	0	0,0	6	0
	SL11	107	4,92	1,929	3	2,7	13	0
	SL12	109	5,08	1,617	1	0,9	5	0
	SL13	108	3,19	1,794	2	1,8	0	5
	SL14	106	3,63	1,623	4	3,6	0	0
Org		110						

Missing values in the whole data

Question	N	Mean	Std. Deviation	Count (Missing)	Percent (Missing)	Low (No. of Extremes)	High (No. of Extremes)
SL1	646	4,55	1,709	0	0,0	0	0
SL2	645	4,50	1,707	1	0,2	0	0
SL3	646	4,85	1,596	0	0,0	20	0
SL4	640	4,88	1,531	6	0,9	12	0
SL5	633	4,50	1,526	13	2,0	28	0
SL6	632	4,03	1,389	14	2,2	0	0
SL7	642	6,05	1,078	4	0,6	54	0
SL8	645	5,50	1,473	1	0,2	38	0
SL9	641	4,97	1,368	5	0,8	4	0
SL10	642	4,91	1,645	4	0,6	22	0
SL11	637	5,14	1,821	9	1,4	0	0
SL12	640	5,20	1,551	6	0,9	13	0
SL13	632	3,41	1,697	14	2,2	0	22
SL14	619	3,55	1,570	27	4,2	0	17
Org	649					191	39

Table 28: How different SL variables correlate with each other

Inter-Item Correlation Matrix

	SL1	SL2	SL3	SL4	SL5	SL6	SL7	SL8	SL9	SL10	SL11	SL12	SL13
SL2	0,86	<i>1</i>											
SL3	0,76	0,77	<i>1</i>										
SL4	0,70	0,75	0,82	<i>1</i>									
SL5	0,44	0,45	0,43	0,43	<i>1</i>								
SL6	0,56	0,57	0,53	0,48	0,55	<i>1</i>							
SL7	0,37	0,38	0,37	0,39	0,32	0,29	<i>1</i>						
SL8	0,60	0,60	0,62	0,56	0,33	0,40	0,44	<i>1</i>					
SL9	0,63	0,64	0,61	0,59	0,47	0,50	0,37	0,65	<i>1</i>				
SL10	0,72	0,73	0,72	0,70	0,42	0,52	0,40	0,63	0,70	<i>1</i>			
SL11	0,52	0,54	0,54	0,51	0,36	0,36	0,35	0,47	0,46	0,51	<i>1</i>		
SL12	0,73	0,72	0,72	0,66	0,50	0,56	0,47	0,64	0,64	0,73	0,63	<i>1</i>	
SL13	0,42	0,49	0,33	0,35	0,29	0,38	0,22	0,33	0,38	0,37	0,23	0,37	<i>1</i>
SL14	0,29	0,30	0,21	0,19	0,15	0,29	0,20	0,23	0,18	0,26	0,16	0,23	0,57

Table 29: Rotated Component Matrix^a

	Component	
	1	2
...spends the time to form quality relationships with employees.	0,828	
...creates a sense of community among employees.	0,829	0,306
...decisions are influenced by employee's input.	0,864	
...tries to reach consensus among employees on important decisions.	0,830	
...is sensitive to employee's responsibilities outside the work place.	0,563	
...makes the personal development of employees a priority.	0,596	0,363
...holds employees to high ethical standards.	0,512	
...does what she or he promises to do.	0,743	
...balances concern for day-to-day details with projections for the future.	0,771	
...displays a wide-ranging knowledge and interests in finding solutions to work problems.	0,828	
...makes me feel like I work with him/her, not for him/her.	0,689	
...works hard at finding ways to help others be the best they can be.	0,856	
...encourages employees to be involved in community service and volunteer activities outside of work.		0,829
...emphasizes the importance of giving back to the community.		0,888

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Did the findings favor supervisors who took part in the study?

With the composite variables measuring servant leadership in place, the risk of participation bias could be evaluated. In other words, supervisors who did not participate in the study were compared to those who did participate. Supervisors who did not participate in the survey received a bit higher ECSL scores ($M = 4.73$, $SD = 1.18$, $N = 434$) from their followers than those who took part in the survey ($M = 4.66$, $SD = 1.05$, $N = 211$). To test the significance of these findings, independent sample t-tests were carried out. The differences between the means of the two supervisor groups were not statistically significant: $t = 0.735$, $df = 462.974$, and $p = 0.463$, 95% CI $[-0.11, 0.25]$ for ECSL, and the effect size d was minimal (0.07).³³⁹ Variance was greater among those respondents whose supervisor did not participate in the survey. The difference was also statistically significant: $F = 6.734$, $df = 643$, $p = 0.01$ for ECSL, and $F = 4.202$.³⁴⁰ The results cannot be said to favor supervisors who participated. However, the supervisors who participated in the study formed a more homogenous group.

³³⁹ Metsämuuronen 2017a, 462 & 467. Differing sample sizes were taken into account when calculating effect size d .

³⁴⁰ Metsämuuronen 2017b, 80–81.